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Management Review of the Superfund Program: Implementation Plan

(U.S.) Environmental Protection Agency, Washington, DC

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Abstract: The Superfund 90-Day Study set forth a comprehensive long-term strategy for the Superfund Program. The basic elements of the strategy are to: Control acute threats immediately; Deal with the worst sites and worst problems first; Carefully monitor and maintain sites over the long term; Emphasize enforcement to induce private-party cleanup; Seek new technologies for more effective cleanup; Improve the efficiency of program operations; and Encourage full participation by communities.

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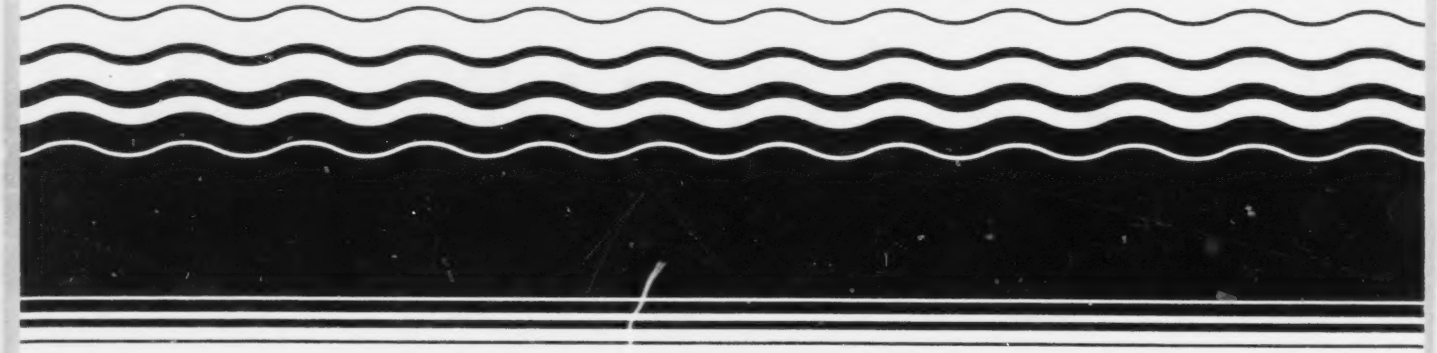
EPA

A Management Review of the Superfund Program

Implementation Plan



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A Management Review of the Superfund Program

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Washington, DC 20460

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PROLOGUE

Over the past several months, key managers and staff in EPA Headquarters and Regions and the States have taken significant steps to develop a comprehensive plan to implement the recommendations from **A Management Review of the Superfund Program** (the Superfund 90-Day Study).

We are pleased to provide the results of this effort. It should be clear at the outset that this Plan is a working document, designed as a tool to help further the ultimate aims of the Study. Therefore, it will be subject to periodic review and correction.

This Prologue does five things. It:

- *reviews the relationship between the 90-Day Study and this Implementation Plan*
- *describes what the Implementation Plan contains*
- *reviews how, and by whom, the Plan was developed, may be modified, and progress will be monitored*
- *describes the relationship of the Plan to Government- and Agency-wide management initiatives*
- *discusses accomplishments to date in furthering the objectives of the 90-Day Study.*

September 21, 1989

THE 90-DAY STUDY AND THIS PLAN

The Superfund 90-Day Study set forth a comprehensive long-term strategy for the Superfund Program. The basic elements of the strategy are to:

- ☐ Control acute threats immediately;
- ☐ Deal with the worst sites and worst problems first;
- ☐ Carefully monitor and maintain sites over the long term;
- ☐ Emphasize enforcement to induce private-party cleanup;
- ☐ Seek new technologies for more effective cleanup;
- ☐ Improve the efficiency of program operations; and
- ☐ Encourage full participation by communities.

Immediate Actions in the Regions

The 90-Day Study articulates a clear and straightforward vision for the Superfund Program which has received broad acceptance within the Agency and outside. At a fundamental level, when the Administrator endorsed the key elements of the 90-Day Study, he set clear direction for the staff. *These elements are even now guiding countless actions by EPA and State On-Scene Coordinators, Remedial Project Managers, and others in the field, and will continue to do so as implementation proceeds.* For example, Regions are well along in assessing NPL sites for immediate threats and all removal actions necessary to abate such threats will be underway within the year. The recommendation to issue more unilateral enforcement orders has prompted additional Regional activity, and 21 such orders already issued this year have stimulated over $150 million in remedial work.

Headquarters Support

This Plan describes and assigns responsibility for numerous actions by EPA Headquarters components to *empower* the field staff to carry out the strategy more certainly and consistently. The kinds of activities included in this Plan are the traditional services of a Headquarters to its Regions. These include: delivery of research results on new technical approaches, along with development of policy guidance and provision of institutional support for field decisionmakers. But very few of them are a *precondition* for Regional or State action to pursue clean-ups consistent with the philosophy of the Study.

Nor will accomplishing the important tasks outlined here suffice to realize the vision of Superfund advanced in the 90-Day Study. These tasks are only one component, albeit a key component, of an overall management framework for the program. Other elements of this framework include completion of revisions to the National Contingency Plan, the regulatory roadmap for the program, as well as Government- and Agency-wide planning, budgeting and management initiatives. The Plan is consistent with and complemented by the Agency's new Strategic Planning and Budgeting Process, as well as the recommendations of the Task Force on Management Systems.

For ease of reference, the Plan also includes a number of additional actions which, though not prompted by the 90-Day Study, program managers feel are important to improving overall program performance.

The Implementation Plan was drafted assuming full funding as requested in the President's FY 90 budget. Some changes may be necessary based on final Congressional action. For example, certain actions may be delayed or phased over time and lack of full funding will have an impact on the Superfund enforcement program.

HOW THE PLAN WAS DEVELOPED AND WILL BE MONITORED

In keeping with the spirit of the 90-Day Study, the Implementation Plan was developed through an open process. EPA managers and staff met with State representatives, environmental groups, Congressional staff, the General Accounting Office, and the contractor community, among others. Their concerns have been carefully considered and the Plan has been modified where appropriate.

Regional representatives and Headquarters offices whose missions would ordinarily support the Regions identified actions they should take in implementing 90-Day Study recommendations and timeframes for those actions. The proposed actions were then reviewed by a management committee which included Assistant Administrators of four offices (OSWER, OECM, OARM, & ORD) as well as senior representatives of OPPE, OGC and the Regions. The committee recommended adjustments to some of the actions to accelerate them, identify improved sequencing among related actions, suggest consolidation, etc.

The Deputy Administrator met with this committee and discussed the proposed actions. At his suggestion, this management committee will convene frequently in the next several months to monitor progress and consider any adjustments based on experience in early implementation.

State Role

The States play a crucial role in implementing the Superfund program and have been deeply involved in this Plan. A high-level policy group among EPA and State Environmental Commissioners and Waste Program Directors is dealing with the broader Superfund policy issues. This group will meet bi-monthly to ensure that progress is made on the important policy issues to be resolved. State representatives have also participated in a number of working groups formed to develop and implement the recommendations from the 90-Day Study. These groups will continue to meet over the coming months as the Plan is implemented. Of course, many of the tasks address activities or products that States with Superfund programs will use. EPA can learn from many of the States' experiences.

WHAT THE PLAN CONTAINS

The Implementation Plan comprises 120 tasks, with almost 90% expected to be completed during FY 90. In fact, by next June, well over half (72) of the tasks will be completed. For each activity, the lead and support offices as well as specific deadlines, are identified.

The Agency has made a special effort to review the recommendations from the May 1989 Lautenberg-Durenberger Report on Superfund Implementation: Cleaning Up the Nation's Cleanup Program. Many of the recommendations in that Report are similar to those already covered in this Implementation Plan, and others are being dealt with in the National Contingency Plan.

EPA has already made substantial progress in addressing some of the Lautenberg-Durenberger Report issues. For example, the suggested analysis of treatment remedies used by Enforcement and the Fund has progressed and is expected to be completed by early next year. A section will be included in the Implementation Plan to ensure that these activities are also carefully considered and, where appropriate, monitored and tracked through completion. Workplans for the Lautenberg-Durenberger Report will be completed by October 23, 1989.

RELATIONSHIP TO GOVERNMENT-WIDE AND AGENCY-WIDE MANAGEMENT INITIATIVES

The development of this Plan coincides with other important management initiatives.

President Bush's Management by Objectives System

On July 26, 1989, President Bush instituted a "management-by-objectives" system. The objectives for EPA aim at reinvigorating the Superfund program. The MBO contains operational milestones which translate several of the 90-Day Study's strategy elements into specific commitments:

- hire 500 new staff by September 30, 1990;
- have responsible parties undertake remedial projects at 50 percent of sites by September 30, 1990 [Emphasize Enforcement to Induce Private Party Cleanup];
- take immediate removal actions at all National Priorities List sites where assessments indicate need by September 30, 1990 [Make Sites Safer -- Control Acute Threats Immediately]; and,
- recover $300 million per year from responsible parties by the end of fiscal year 1993 [Emphasize Enforcement to Induce Private Party Cleanup].

Achieving these milestones will be furthered by several of the tasks already outlined in the Implementation Plan. These were added to the Plan as separate action items.

EPA Management Systems

In late March, Administrator Reilly outlined his concept of an improved EPA strategic planning process in which four-year goals for risk reduction would be established and the Agency's budget process would be linked closely to these plans and goals. At a conceptual level, the 90-Day Study -- with its longer-term vision for the program and choices among the strategies by which the vision can be realized -- is a "strategic plan" for Superfund. The 90-Day Study will be a key resource as OSWER works with Regions and others to develop a Strategic Plan as requested by the Administrator.

In mid-August, the Deputy Administrator received recommendations from a Task Force he commissioned to recommend improvements to the Agency-wide management systems (principally the Strategic Planning and Management System, or SPMS, and the Action Tracking System, or ATS).

The Task Force has recommended a number of adjustments to these systems. The Task Force found that, Agency-wide, the emphasis on producing readily measured program activity needs to be brought into better balance with mechanisms which can better gauge the *quality* of the "outputs," create additional *regional flexibility*, and encourage *continuous improvement* to work and work products. Several of the Task Force recommendations are very similar to those described in Chapter 7 of the 90-Day Study [recommendations, pp. 7-13] In addition, the Management Systems Task Force also strongly encourages the development of environmental measures for program progress throughout EPA, and the 90-Day Study addresses this need in the Superfund context [recommendations, pp. 7-11].

Periodic narrative reports from the involved Assistant Administrators, and all Regional Administrators, as recommended by the Management Systems Task Force, will be an additional vehicle to elicit the insights of these key managers on Superfund performance and assure realization of the tasks in this Implementation Plan. The first of these reports is scheduled for mid-November.

PROGRESS TO DATE

Our commitment to bring about a new culture in the Superfund program and to make the necessary changes quickly is evidenced by many actions already initiated or completed. As the Study recognized, a number of these initiatives were already underway when the Study was released.

Strengthening Enforcement and Maximizing Responsible Party Work at Superfund Sites

Regions are already implementing the recommendation to issue more unilateral orders for remedial action. Twenty-one such orders have been issued this fiscal year, a major increase over last year's entire production and more are expected by the end of this fiscal year. These orders are resulting in the conduct of approximately $150 million worth of remedial work by potentially responsible parties.

In July 1989, a strategy was issued for further increasing the use of unilateral administrative orders for remedial design and remedial actions this fiscal year. Development of a strategy for continuing this progress has begun and ambitious targets for FY 1990 are already in place.

In the area of settlements for remedial design/remedial action, EPA is ahead of the FY 1988 pace with 33 consent decrees referred to date to the Department of Justice for filing. These settlements represent over $400 million dollars in remedial work.

In June of this year, the Agency adjusted resources to insure proper regional support for responsible party removal initiation and oversight. Resources were also adjusted to support the necessary mix of skills for case management.

Arbitration Regulations for Small Cost Recovery Claims were issued on June 30, 1989. This new mechanism will provide an opportunity for improved efficiency as part of EPA's efforts to cast a wider cost recovery "net," particularly for removal actions.

Accelerating and Improving Remedial Actions

Immediately following the 90-Day Study, the Regions began conducting environmental and public health assessments at each National Priorities List site. These assessments are well underway and will be completed by December 1989. All removal actions necessary to abate immediate threats at NPL sites will be taken by September 1990.

Construction projects for FY 1990 have already been ranked by environmental priority to implement the "worst sites first" initiative. In addition, much work is already underway to encourage expedited approaches to clean-up including early action on operable units, use of removal contractors, and use of removal authority for certain remedial responses.

To promote consistency in decisions, certain prototype RI/FS's and models for selection of remedy are being prepared, and data bases containing information on prior decisions are being expanded and improved. Peer review and more explicit guidance on remedy selection criteria and on use of treatment technologies are also well underway. "Short sheets," or concise guidance documents now being distributed to the Regions, are aiding Regions in resolving complex issues such as Applicable or Relevant and Appropriate Requirements (ARARs), land disposal restrictions, contaminated groundwater, etc. Infrastructure improvements for document distribution and support services are already making field work more manageable.

Bringing Innovative Technologies to Bear

The Office of Research and Development (ORD) has taken immediate steps to set up the Superfund Technology Assistance Response Team (START) and the Treatability Assistance Program. In both cases, initial teams are already in place to operate on an interim basis to support the Regions, while the full programs are organized and staffed. A permanent organizational plan for both programs is complete. Rapid staffing will be accomplished through reassignment of existing personnel.

An information clearinghouse for performance data on treatment technologies has also been set up and pilot tested. The clearinghouse, called the Alternate Treatment Technology Information Center (ATTIC), is a computer based, key word searchable data base that will contain data and abstracts from EPA treatability studies, demonstration and remedial actions, as well as State activities. ATTIC is now accessible through telephone reference. The data base will be further expanded and made available through on-line computer access in the coming months.

Similarly, ORD is making rapid progress to expand technology transfer activities. For example, a series of ten nationwide workshops on immobilization technology is now underway.

Finally, ORD has begun its development of the National Environmental Technology Applications Cooperation (NETAC) to support the commercialization of new technologies. This joint venture of EPA, the University of Pittsburgh Trust, and industry has been formally established, and a high level EPA Steering Committee has been formed.

An Aggressive Program of Community Involvement

The Agency is on track to issue the Revised Interim Final Rule for Technical Assistance Grants this Fall. The rule will address barriers to community use of TAG grants such as the requirements for matching funds and limitations on credit for in-kind services. Further changes to the National Contingency Plan, to be promulgated in February 1990, will assure enhanced community involvement in decisionmaking, as will training for EPA staff and other efforts to improve communication with the public.

Freeing Up the Skills and Tools to do the Job

By this time next year, 500 new staff will be at work on Superfund. In addition to more Regional Project Managers and On-Scene Coordinators, Regions will hire more attorneys, community relations specialists, technical support and administrative staff. The Regions have jump-started this process with an early directive to begin hiring 285 staff immediately. The Agency has already built the remaining 215 into the FY 90 operating plan.

Headquarters will bring talent to bear in the field to assist Regions through on-site visits, training, and oversight.

On August 31, 1989, EPA issued preliminary guidance covering contractor dependency and conflict-of-interest avoidance. This will address the concern that firms be precluded from holding both policy and response action contracts under Superfund.

Communicating Progress to the Public

By October 1, 1989, Superfund will begin collecting data on environmental indicators which will help to show the progress being made to protect public health and the environment through this program. Communication forums to inform the public on program progress at all levels are being scheduled for the first quarter of the fiscal year. In the near term, the Agency will be routinely engaged in dialogue with Congressional staff, not only on specifically requested deadline compliance information, but also on reporting progress with the Implementation Plan.

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The foregoing actions illustrate the point made at the outset of this document. *Realizing progress towards an improved Superfund Program does not and* ***has not*** *awaited the development of this Implementation Plan, and future actions will not be confined to the specific actions contained in this Plan.* Nevertheless, these actions should provide further impetus and direction to the momentum already developing in the Program. Those who developed it are committed to achieving it, and through their actions enabling the Regions and other implementers to fulfill appropriate Program expectations. The Plan, together with the NCP and government- and EPA-wide management initiatives, will serve as an organizing framework for the Superfund program.

September 21, 1989
OFFICE-LEVEL MASTER

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER I: Meeting the Public's Expectations: A Clear Strategy for Superfund		
IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	1. Make first priority to get into field early to abate immediate threats to human health and environment (p. 1-9)	
OSWER	A. Conduct removal assessment for all unassessed sites on the NPL (p. 1-10)	
OSWER	B. Initiate earliest remedial work to address worst sites, worst problems first (p. 1-10)	
OSWER	2. Conduct review of all sites where hazardous substances remain on site at least every five years; correct any problems that arise where monitoring indicates further response is necessary; report annually the results of all five-year reviews; modify policy to ensure at least one five-year review for sites where hazardous substances remain, before deletion from NPL; monitor and maintain sites over the long-term to ensure sites are fully protective (p. 1-11)	

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SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II: Strengthening Enforcement and Maximizing Responsible Party Work At Superfund Sites		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
	3. Increase use of unilateral administrative orders (AOs), particularly for RD/RA (p. 2-6)	
OSWER	A. Issue orders routinely to PRPs who are legally liable and financially viable if settlement isn't reached (p. 2-6)	
OSWER	B. Pursue cost recovery action under §107 and seek treble damages if Fund is used (p. 2-6)	
OECM	C. Take prompt enforcement action against viable and liable recalcitrants via §106 AO, §106 judicial action or §107 cost recovery (p. 2-6)	
OECM	D. Establish incentives to encourage PRPs to settle; disincentives for those who don't (p. 2-6)	
OSWER	E. Issue AO or provide justification not to issue AO before undertaking Fund-financed response; maintain Regional flexibility to determine if Fund-financed response or judicial enforcement should be pursued; require Regions to consult HQ when PRPs do not comply with AO; consider importance of judicial enforcement as a credible threat and availablility of funds in determining to enforce AO (p. 2-8)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
	4. Encourage use of settlement tools while maintaining environmental goals (p. 2-12)	
OSWER	A. Provide training on use of tools, emphasizing Regional information transfer (p. 2-12)	
OSWER	B. Develop incentive system (e.g., more FTE or contract $) for Regions to use tools (p. 2-12)	
OSWER	C. Establish goals for use of de minimis and mixed funding authorities (p. 2-12)	
OSWER	D. Encourage or compel viable PRPs to conduct response action at all sites before using the Fund, except in emergencies (p. 2-12)	
OSWER	5. Establish an integrated enforcement and response program; establish a single, integrated timeline for both enforcement and Fund-financed activities; establish deadlines for negotiation completion and follow-up actions; require timelines to serve as benchmarks for assessing progress and basis for case management planning (p. 2-15)	
	6. Enforcement Support	
OSWER	A. Ensure appropriate skill mix for case management (p. 2-16)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OARM	B. Encourage creation of specialized Regional units for enforcement support (e.g., PRP search, PRP information exchange coordination) (p. 2-16)	
OECM	7. Develop specific goals and timelines to improve enforcement of information requests; use AOs and judicial referrals to compel answers and secure civil or criminal sanctions; increase use of administrative subpeona authority under §122(e) (p. 2-18)	
OSWER	8. Prepare directive emphasizing importance of releasing information quickly and develop guidance, data bases and other resources (p. 2-19)	
OSWER	9. Expand oversight of private party RI/FSs; reduce workload of RPMs who oversee RI/FSs (p. 2-21)	
OSWER	10. Maximize Regional flexibility in shifting funds among sites, within Congressional constraints and notification requirements; apply additional available resources due to settlement to other high priority sites; move resources among categories of activities (e.g., RD, PRP oversight) (p. 2-22)	

CHAPTER II (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OSWER/OARM	11. Strengthen methods for identifying and documenting costs; initiate rulemaking to identify the types of costs to be pursued, documents to prove government costs and documents made available to PRPs (p. 2-25)	
OSWER	12. Undertake a study to identify ambitious and realistic goals for cost recovery and communicate goals to public and Congress (p. 2-26)	
OSWER	13. Improve approach to cost recovery for removals, including use of Alternative Disputes Resolution, threat of litigation, and increased effort for future PRP removals (p. 2-27)	
OECM	14. Convene top-level conference of EPA and DOJ to ensure consensus on goals and procedures for addressing settlement and litigation issues (p. 2-30)	
OSWER	15. Establish, in consultation with DOJ, a single timeline for enforcement and remedial process (see 5A) (p. 2-30)	
OSWER	16. Institute a case or site management planning process in each Region, including coordination functions at critical stages in the enforcement process (p. 2-30)	
	17. Enforcement Program Organization	
OARM/OPPE/OSWER	A. Study organization of enforcement program to evaluate need for reorganization at HQ. Address relationships between OWPE and OECM; and over- lapping responsibilities among OECM, OGC, Regional Counsel, and DOJ (p. 2-31)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER	B. Assess consolidation of OWPE and OERR budget functions (p. 2-31)	
OARM/OPPE	C. Assess implementation of existing enforcement delegations (questions of overlapping responsibility) (p. 2-31)	
OPPE/OARM	D. Assess waivers of HQ concurrence on referrals to DOJ (p. 2-31)	

September 21, 1989
OFFICE-LEVEL MASTER

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER III: Accelerating and Improving Remedial Action

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	18. Administrator should communicate program goals to (p. 3-5):	
OSWER	A. Managers and staff and reinforce that primary mission is to take responsible action at sites as rapidly as possible (p. 3-5)	
OSWER	B. AG and other Federal agencies, State agencies, natural resource trustees, and ATSDR and secure their commitment towards its implementation (p. 3-5)	
OSWER	19. Hold EPA line managers accountable for managing program in accordance with primary mission and track performance (p. 3-6)	
OARM	20. Develop formal/informal mechanisms to reward innovation, risk-taking and decisive action (p. 3-6)	
Region III	21. Take steps to reduce RPM workload including expanding workforce, modifying expected accomplishments, and providing additional support (p. 3-13)	
OSWER	22. Encourage expedited cleanup approaches (e.g., use of operable units, removal contractors); monitor use of such approaches and take steps to remove identified barriers (p. 3-13)	
OSWER	23. Develop prototype RI/FS and remedy selection models for recurring types of sites; identify other prototypes (p. 3-13)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER III (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OSWER	24. Emphasize existing policy to all managers and contractors of quickly narrowing remedial alternatives to those with obvious applicability (p. 3-14)	
	25. Promote consistency in remedy selection and emphasize statutory preference for permanent remedies, compliance with statutory mandates, and appropriate consideration of data (p. 3-19)	
OSWER	A. Provide feedback on proposed remedy selection decisions by allowing adequate review time (p. 3-19)	
OSWER	B. Examine Regional remedy selection decisions from a national perspective by conducting regular reviews and communicating results (p. 3-19)	
OSWER	C. Keep ROD data base updated (p. 3-19)	
OSWER	D. Train RPMs on ROD data base use, to ensure access to information on previous remedy selection decisions (p. 3-19)	
Region II	E. Establish peer review processes for draft proposed plans and RODs (p. 3-20)	
OSWER	F. Require RPMs to consult ROD data base before making remedy selection recommendations; require rationale for any differences (p. 3-20)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER III (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER	26. Minimize uncertainty and confusion regarding ARARs. Resolve outstanding questions about applicability or relevance and appropriateness of Federal standards, especially RCRA . Ensure that Regions participate in ARAR issue resolution and that results are communicated (p. 3-20)	
	27. Strengthen role and effectiveness of Regional Coordinators (RCs) (p. 3-22)	
OSWER	A. Upgrade RC positions (p. 3-22)	
OSWER	B. Assign experienced staff to RCs, and ensure that they have sufficient time to be responsive (p. 3-22)	
OSWER	C. Direct technical/procedural questions to OERR RCs and legal/enforcement questions to OWPE RCs (p. 3-22)	
OSWER	D. Consider merger of two (p. 3-22)	
OSWER	E. Publicize within EPA existence/role of RCs and encourage their use (p. 3-22)	
	28. Enable RPM to identify and use EPA's technical support services (p. 3-24)	
OSWER	A. Prepare, publish, distribute and maintain directory of technical support services (p. 3-24)	
OSWER	B. Ensure RPMs can use appropriate automated data bases and have access to appropriate computer configurations (p. 3-24)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER III (continued)		
IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	29. Lay ground work for effective long-term management of technical support services (p. 3-25)	
OSWER	A. Designate group to manage Agency-wide RPM support services (p. 3-25)	
OSWER	B. Direct group to develop and implement a master plan to assess and meet RPM needs (p. 3-25)	
OSWER	30. Resolve policy issue of long-term State role in Superfund; develop short- and long-term strategies with States to enhance State capability and performance, and foster State remedial role at non-NPL sites (p. 3-27)	
	31. Facilitate Regional access to and use of program guidance (p. 3-29)	
OSWER	A. Continue to develop "short sheets" and solicit suggestions for additional "short sheets" (p. 3-29)	
OSWER	B. Designate single official in each office to oversee planning and development of guidance and prevent overlap (p. 3-29)	
OSWER	C. Establish procedures to ensure guidance is timely and is systematically distributed (p. 3-29)	
OECM/OGC	D. Explain how to distinguish between prescriptive and advisory elements in guidance (p. 3-29)	

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SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER IV: **Bring Innovative Technologies to Bear on Pollution at Superfund Sites to Strengthen Remedy Selection**

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	32. Establish clear guidance for use of treatment technologies (p. 4-5)	
OSWER	A. Review and revise, as necessary, policies and guidance to emphasize use of treatment technologies in both early mitigation and full cleanup (p. 4-5)	
OSWER	B. Designate "Technology Czar" to work with other offices in removing barriers to use of treatment technologies (p. 4-6)	
OSWER	33. Work with Regions to provide national consistency on procedures for selection of treatment technologies (p. 4-6)	
OSWER	34. Remove regulatory and policy barriers to use of treatment technologies; evaluate impact of RCRA land ban and other rules to identify technologies that may be precluded; explore ways to apply rules that preserve intent/spirit without restricting viable treatment approaches (p. 4-9)	
OSWER	35. Develop guidance that balances goal of advancing innovative technologies against the need to minimize cost recovery challenges (p. 4-9)	
	36. Remove barrier to procurement of treatment technologies (p. 4-10)	
OARM	A. Evaluate provisions of FAR to determine procurement constraints (p. 4-10)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER IV (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OARM	B. Develop procedures for greater flexibility in treatment studies and definition of "proprietary" technologies (p. 4-10)	
	37. Provide technical assistance to Regions for evaluating treatment technologies (p. 4-12)	
ORD	A. Establish nationwide technology support teams to provide on-site technical advice to RPMs (p. 4-12)	
ORD	B. Identify, through support teams, specific technologies to respond to generic site situations (p. 4-12)	
	38. Conduct treatability tests of alternative remedial technologies (p. 4-14)	
ORD	A. Establish treatability assistance program to perform tests, develop protocols, and maintain data base of test results (p. 4-14)	
OSWER	B. Develop guidance to ensure treatability tests are emphasized and to explain how tests should be used (p. 4-14)	
	39. Disseminate technical information on treatment technologies (p. 4-16)	
ORD	A. Establish information clearinghouse on evaluations of technology performance, including computerized data base (p. 4-16)	
ORD	B. Continue/expand current technology-transfer activities (p. 4-16)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER IV (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	40. Develop, demonstrate and evaluate new and innovative treatment technologies (p. 4-19)	
	A. Expand SITE program to demonstrate/evaluate more technologies and provide rapid dissemination of results (p. 4-19)	
ORD	1. Evaluate performance/cost of technologies being used at sites (p. 4-19)	
ORD	2. Conduct additional demonstrations (p. 4-19)	
ORD	3. Support development of emerging lab and pilot scale technologies (p. 4-19)	
ORD	4. Establish a fully permitted and licensed test and evaluation center (p. 4-19)	
ORD	5. Evaluate combinations of technologies in addition to individual technologies (p. 4-19)	
ORD	6. Provide rapid reporting of demonstration results (p. 4-19)	
ORD	7. Suggest new ways to eliminate internal barriers to new technologies (p. 4-20)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER IV (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
ORD	41. Expand research to develop new treatment technology; expand in-house and university research programs in targeted areas; convene advisory group of industry/academia to develop priority areas for expanded research; conduct/support research in areas where limited private sector involvement (p. 4-21)	
ORD	42. Reduce institutional barriers to commercialization of innovative treatment technologies; support and emphasize full and rapid implementation of the National Environmental Technology Applications Cooperation (p. 4-22)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER V: An Aggressive Program of Community Involvement

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	43. Expand public's role in an "enforcement first" program and maintain consistent communication (p. 5-7)	
OSWER/Region III	A. Support increased citizen involvement in decisionmaking and dedicate necessary resources; accept occasional delays as a result of increased involvement (p. 5-7)	
OSWER/Region III	B. Listen to citizens, deal with their concerns, and change planned actions where merited (p. 5-7)	
OSWER/Region III	C. Allow adequate time for public comment (p. 5-7)	
OSWER/Region III	D. Establish discretionary fund for additional work to respond to citizen concerns (p. 5-7)	
OSWER/Region III	E. Provide clear explanations of the basis of decisions and incorporate into Responsiveness Summary (p. 5-7)	
OSWER/Region III	F. Plan for citizen involvement at each stage of the process (timeline) (p. 5-8)	
OSWER/Region III	G. Discuss site findings/decisions as they are developed (p. 5-8)	
OSWER/Region III	H. Make documents available throughout process, not just during comment period (p. 5-8)	
OSWER/Region III	I. Increase number of site managers and CR staff (p. 5-11)	

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER V (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER/Region III	J. Establish communication as high priority for staff (p. 5-11)	
OSWER/Region III	K. Experiment with use of Senior Environmental Employees (p. 5-11)	
OSWER/Region III	L. Consider use of State/local officials to represent EPA at sites (p. 5-11)	
OSWER/Region III	M. Preserve continuity of staff assignments as much as possible (p. 5-12)	
OSWER/Region III	N. Educate new staff about site history and community involvement/concerns (p. 5-12)	
OSWER/Region III	O. Communicate staff changes to community (p. 5-12)	
OSWER/Region III	P. Train staff in communications (p. 5-12)	
OSWER/Region III	Q. Be more aggressive in supplying information to citizens and their technical advisors (p. 5-14)	
OSWER/Region III	R. Ensure access to information by establishing convenient repositories, reviewing and releasing documents quickly, placing documents in Record/ repository quickly, and notifying citizens of availability of information (p. 5-14)	
OSWER/Region III	S. Require PRPs and EPA contractors to write clear summaries of complex technical documents; provide summaries directly to citizens (p. 5-14)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER V (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER/Region III	T. Identify ways to bring citizens into technical discussions early (p. 5-15)	
OSWER/Region III	U. Encourage PRPs to provide grants to communities for technical assistance (p. 5-15)	
OSWER/Region III	V. Provide information/advice on use of such grants (p. 5-15)	
	44. Simplify Technical Assistance Grants (TAGs) (p. 5-22)	
	A. Support reform of TAGs program to eliminate barriers to their use (p. 5-22)	
OSWER	1. Reduce match requirement to 20% (p. 5-22)	
OSWER	2. Eliminate 15% cap on administrative in-kind services (p. 5-22)	
OSWER	3. Modify reincorporation requirements (p. 5-22)	
OSWER	4. Simplify application process and procurement requirements (p. 5-22)	
OSWER	5. Establish guidelines for grant renewal (p. 5-22)	
OSWER	6. Encourage citizen groups to apply by reducing red tape (p. 5-22)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VI: Management and Administration: Freeing Up The Skills and Tools To Do The Job		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
	45. Attract, retain and train key field staff (p. 6-3)	
	A. Take immediate steps to offer competitive compensation/incentive package to key Superfund frontline personnel (p. 6-3)	
OARM	1. Raise full performance level of OSCs/RPMs to GS-13 (p. 6-3)	
OARM	2. Investigate potential promotion of Regional attorneys to GS-14 (p. 6-3)	
OARM	3. Pursue with Congress, OPM and OMB more competitive salaries, accelerated promotion process, flexible leave and work policies, award bonuses for retention, specialized training for additional government service, and early retirement rights (p. 6-3)	
	B. Train staff for technical competence (p. 6-5)	
OSWER	1. Implement mandatory training requirements for field staff at all levels (p. 6-5)	
OSWER	2. Implement pilots in all Regions to encourage staff to perform RI/FSs in-house; reward outstanding achievement (p. 6-5)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VI (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
	C. Provide field staff with adequate administrative support (p. 6-7)	
Region III/OARM	1. Develop format for assigning certain administrative tasks to appropriate Regional management and waste management divisions; formalize in MOU; extend to ESDs and Regional Counsel if successful (p. 6-7)	
OARM	2. Ensure immediate access to OSWER information systems by field personnel (p. 6-7)	
Region III/OARM	3. Delegate administrative authorities (e.g., travel authorization, equipment purchase, overtime approval) to appropriate and efficient level (p. 6-8)	
	46. Reduce Agency dependence on contractors and avoid conflict of interest (COI) (p. 6-10)	
OARM	A. Develop guidance and award criteria to preclude firms from holding both policy/regulatory support contracts and response action contracts (p. 6-10)	
OARM	B. Require contractors holding both contracts to disclose potential COI (p. 6-10)	
OSWER/OARM	C. Exercise appropriate care in issuing work assignments to avoid COI (p. 6-10)	
OARM	D. Develop additional procedures for detecting/avoiding COI (p. 6-10)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VI (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OARM	E. Conduct procurement reviews of contractor COI prevention systems (p. 6-10)	
OSWER	F. Increase in-house staff to reduce dependence on contractors (p. 6-10)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VII: Accounting for Achievement: Communicating Progress to the Public

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OCPA	47. Develop and implement national plan (communication strategies) to inform public about program and its achievements (p. 7-4)	
OCPA	A. Reaffirm commitment to communication (p. 7-5)	
OSWER	B. Identify those who influence public opinion and provide them with accurate/timely information (p. 7-5)	
OSWER	C. Evaluate existing communications techniques and identify new methods of public education (p. 7-5)	
OCPA	D. Work with reporters to develop a "Journalists' Guide to Superfund" (p. 7-5)	
OSWER	E. Address language and definition problems in Superfund and eliminate jargon (p. 7-5)	
OSWER	F. Emphasize communication as everyone's responsibility; provide appropriate communications assistance to staff/managers; provide communication skills training to all staff/managers; reward communication successes (p. 7-7)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VII (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER	48. Expand public participation in national program oversight. Convene a forum, representing various perspectives, designed to begin an ongoing dialogue. Use focus groups or surveys to assess constituency group opinion and use information to involve groups in oversight/decisionmaking (p. 7-6)	
	49. Measure Superfund progress (p. 7-11)	
	A. Accelerate improvements to existing measures (p. 7-11)	
OSWER	1. Begin collecting data on environmental results indicators by 10/1/89 (p. 7-11)	
OSWER	2. Begin collecting data on timeliness of site remediation and extent of PRP participation in program by 10/1/89 (p. 7-11)	
OPPE	3. Accelerate development of additional reporting measures (e.g., types of technologies and additional environmental indicators) (p. 7-11)	
OPPE	50. Achieve incentives for efficiency and results; review internal management measures to eliminate unnecessary/redundant reporting; pilot test alternative approaches (p. 7-14)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

EPILOGUE			
OSWER	E.1	Re-examine roles of State and Federal entities; convene conference to discuss	
OARM/OSWER	E.2	Analyze long-term need for contractor support	
OPPE/OSWER	E.3	Identify ways to measure and communicate direct/indirect benefits of program beyond remediation of NPL sites	

ADDITIONAL FOLLOW-UP ITEMS RESULTING FROM JUNE 15, 1989 HEARING

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OPPE	F.1 Follow up on deadline compliance • Share with Congress and public more routinely deadline compliance information • Prepare "regular periodic report" on compliance	
OSWER	F.2 Report status of systematic analysis of health assessments	
OSWER	F.3 Address revamping TAG application process to give more weight then RDC recommendation of considering health effects from site contamination that may have been suffered by TAG applicants.	
OSWER	F.4 Reprogram funds in Superfund budget for more employees for enforcement, policy/regulatory analysis, community relations and site management.	

September 21, 1989
OFFICE-LEVEL MASTER

OUTSTANDING FOLLOW-UP ITEMS FROM LAUTENBERG-DURENBERGER REPORT

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OSWER	G.1 Recommendation 3: EPA must recognize that meeting legally-mandated deadlines is not a debatable priority. Agency-wide priorities, including administration budget requests, must be set and made in order to meet such deadlines.	
OSWER	G.2 Recommendation 7: EPA should include in the required annual Report to Congress on Superfund complete information on current and future SARA deadline compliance.	
OSWER	G.3 Recommendation 8: EPA must continue the effort to improve the maintenance of data describing Superfund activities, including further vigilance by Headquarters of Regions providing such data, and attention to broadening the types of data currently being compiled.	
OSWER	G.4 Recommendation 16: EPA [should] determine why inconsistency over decisions not to list sites has occurred in the pre-remedial program. Such a determination must be followed by the development of guidance to the Regions that is clear and consistent with statutory mandates and objectives.	
OSWER	G.5 Recommendation 19: EPA should back up its deadlines by budgeting for particular projects only those resources reasonably necessary to meet such deadlines.	

OUTSTANDING FOLLOW-UP ITEMS FROM LAUTENBERG-DURENBERGER REPORT

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OSWER	G.6 Recommendation 20: EPA should examine what internal factors are causing slippages from projected cleanup activity goals, as well as those factors that caused FY 88 decreases in RI/FSs and remedial designs. This examination should be used to modify those practices found to be causing slippages from goals and decreases in RD and RI/FSs.	
OSWER	G.7 Recommendation 21: EPA must manage Superfund in a manner that achieves an efficient and even workflow. A critical way to achieve this goal is to push even harder to assure that RODs are not bunched at the end of a fiscal year.	
OSWER	G.8 Recommendation 25: EPA should maximize ways to link participation in optional and desirable training programs to commitments to serve designated periods of time in the Superfund program.	
OSWER	G.9 Recommendation 27: EPA should speed up its issuance of demand for payment letters to potentially responsible parties, and should at least meet if not beat current Agency guidance for issuing such letters no later than 1 year after removal completion and 18 months after ROD signing.	
OSWER	G.10 Recommendation 29: EPA should consider creating legal "expediter" positions in the Regions and/or Headquarters to move the enforcement process along efficiently. Regardless of whether such a formal position is created, the "expediter" function must be an essential part of EPA case management in both the Regions and Headquarters.	

OUTSTANDING FOLLOW-UP ITEMS FROM LAUTENBERG-DURENBERGER REPORT

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OSWER	G.11 Recommendation 30: There is a perception that because settlement negotiations are taking too long, enforcement-lead sites may be taking longer to clean up than Fund-lead sites. EPA should analyze how the pace of work at enforcement-lead sites compares to that at Fund-lead sites. One point of comparison the Agency should include in such an analysis is the average length of time from signing a Record of Decision to initiating a remedial design at sites for both Fund- and enforcement-lead sites. The goal of such an analysis is to determine whether the pace of addressing environmental threats is affected by whether a site is classified as enforcement- or Fund-lead.	
OSWER	G.12 Recommendation 32: Although prior to the report's publication, clear and complete data had still not been received to facilitate such an analysis, EPA should compare remedy selection cost data for Fund versus enforcement to determine whether Fund-lead remedies are on average and for comparable environmental situations comparable to costs for enforcement-lead remedies.	
OSWER	G.13 Recommendation 33: EPA should establish national criteria for identifying which potentially responsible party searches should be redone.	
OSWER	G.14 Recommendation 34: EPA, when using contractors to conduct searches for potentially responsible parties, should provide contractors with specific requests for the types of experience and expertise necessary to conduct a particular search.	

OUTSTANDING FOLLOW-UP ITEMS FROM LAUTENBERG-DURENBERGER REPORT

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OSWER	G.15 Recommendation 35: Consistent with Agency policy, EPA should complete potentially responsible party searches by the time a site is proposed for the NPL, and well before any obligation of Federal funds for a remedial investigation/feasibility study.	
OSWER	G.16 Recommendation 41: EPA should initiate a process to assess the success of the new contracting systems in achieving the desired goals of efficiency and competition.	

PRESIDENT BUSH'S MANAGEMENT BY OBJECTIVES REQUIREMENTS FOR THE SUPERFUND PROGRAM

IMPLEMENTATION LEAD	MILESTONE	COMMENT
OSWER	H.1 Hire 500 new staff by September 30, 1990.	
OSWER	H.2 Have responsible parties undertake remedial projects at 50 percent of sites by September 30, 1990.	
OSWER	H.3 Take immediate removal actions at all National Priorities List sites where assessments indicate need by September 30, 1990.	
OSWER	H.4 Recover $300 million per year from responsible parties by the end of fiscal year 1993.	

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 1.A

TITLE: Removal Assessments at NPL Sites

FULL TEXT: Effective immediately, the Administrator will direct each Regional office to do an environmental and public health assessment at each NPL site. This assessment will look at the environmental and public health impacts of each site, and will be used to determine what action, including an immediate removal action or enforcement action where viable and liable responsible parties have been identified, must be taken to render each site safe from immediate hazards to the public health and the environment. (p. 1-10)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Send memo to Regions from Headquarters mandating removal assessments - 7/89
   - Assure that all NPL sites have been reviewed for presence of immediate hazards

2. Complete NPL site assessments - 9/89
   - Verify that no NPL site poses an immediate endangerment to human health and the environment

3. Take immediate removal actions at all NPL sites where assessments indicate need - 9/90
   - Eliminate near-term threats to human health and environment

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 1.B

TITLE: Address Worst Sites, Worst Problems First

FULL TEXT: After abating the immediate threat, EPA will initiate the earliest remedial work to address those problems that retain high priority when compared with competing problems. (p. 1-10)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue procedures for ranking unplanned "quick" response activities - 10/89

2. Issue final RA prioritization of FY 90 sites - 3/90
   - Complete prioritization of previously unranked 4th quarter constructions, and those projects in quarters 1-3 that have slipped into 4th quarter

3. Issue final procedures for prioritization of FY 91 sites - 6/90
   - Publish RA prioritization procedures to be used in FY 91

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 2

TITLE: Five-Year Review of Sites

FULL TEXT: EPA will carefully monitor sites over the long-term to ensure that the remedy at each site is fully protective of human health and the environment. As part of our effort to monitor site conditions, EPA will conduct a review of all sites at least every five years after the initiation of the remedial action where hazardous substances remain on site to ensure that human health and the environment are being protected as required by the statute. EPA will also maintain the effectiveness of the remedy over the long-term by promptly correcting any additional problems that may arise at sites where our monitoring indicates that further response actions are necessary to protect human health and the environment.

To assure the public that EPA is carefully monitoring and maintaining each site, EPA will report annually the results of all five year reviews that were conducted during the preceding twelve month period. EPA will also modify Agency policy so that no site, where hazardous substances remain, will be deleted from the NPL until at least one five year review is conducted and the review indicates that the remedy remains protective of human health and the environment. (p. 1-11)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Determine the applicability of the policy on 5-year reviews to deletions initiated prior to the policy - 10/89
   - Options include suspending all pending deletions
2. Complete update of the Completion/Deletion Guidance - 12/89
   - Modify April 1989 Directive to reflect new policy
3. Issue "short sheet" on 5-year reviews - 3/91
   - Including processes, timing, and responsibilities

FINAL COMPLETION DATE: 3/91

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 3.A, B, E

TEXT: Unilateral Administrative Orders(UAO) for Remedial Design/Remedial Action (RD/RA)

FULL TEXT: EPA will increase its use of unilateral administrative orders, particularly for remedial design and remedial action. Our objective will be to either rapidly achieve enforceable agreements by PRPs to carry out cleanups or, where such agreements are not reached, to order PRPs to carry out cleanups at every NPL site where responsible parties can be found. EPA will routinely issue orders to PRPs who are legally liable and financially viable if settlement is not reached after completion of negotiations. Orders will therefore be routinely issued before a case is referred to the Department of Justice for judicial action, or before the Fund is used for remedial design or construction. (p. 2-6) .... Before Fund-financed response can proceed at a site, a Region must issue an administrative order, or provide a justification for its decision not to issue an order. If PRPs do not comply with the order, the Regions should have the flexibility to determine whether to proceed with Fund-financed response or judicial enforcement action to compel compliance and exact penalties. Regions will consult with Headquarters where PRPs do not comply with an administrative order. (p. 2-8)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue Strategy for FY 89 - 6/90
   - Create standard national procedures

2. Negotiate targets for FY 90 - 8/89
   - Set aggressive goals

3. Issue Strategy for FY 90 - 1/90
   - Improve procedures based on late 1989, early 1990 experience

4. Issue Guidance on Unilateral Administrative Orders for Remedial Design/Remedial Action - 2/90
   - Create standard national policy & procedure

5. Issue Model UAO for RD/RA - 2/90
   - Assure consistent approaches

6. Complete Training for Regional Staff - 5/90
   - Establish shared, case-study expertise

7. Implement Automated Reporting Systems - 1/90
   - Create standard presentation of data

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 3.C

TITLE: Prompt Enforcement Against Calcitrants

FULL TEXT: Where the government has reached a partial settlement with cooperating PRPs, it will take prompt enforcement action against viable and liable recalcitrants who have not participated in settlements. This action may be an administrative order under section 106, judicial action when section 106, or an action under section 107 to recover costs incurred by the government. Such action should generally be commenced within 90 days of entering the consent decree before the court. (p. 2-6)

LEAD OFFICE: OECM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue a Strategy and Guidance for Pursuing Non-Settlors - 6/90
   - Will include establishing a non-settlor tracking system

2. Issue Guidance on Bringing and Settling Enforcement Claims Against Administrative Order (AO) Violators - 7/90
   - Covers how to develop and resolve cases for civil penalties or treble damages for violating administrative orders

3. Establish AO/Consent Decree Compliance Tracking System - 1/90

4. Develop a Strategy for Special Litigation Support for CERCLA section 106 Actions - 6/90
   - Includes a plan for mobilizing EPA enforcement resources to support cases with intensive discovery or trial preparation demands

5. Implement a Nationally Sponsored Training Program for EPA Superfund Attorneys - 11/90
   - Will help develop EPA capabilities to pursue Superfund enforcement more effectively in support of this recommendation and others and will be designed in coordination with analogous programs for EPA's technical personnel

FINAL COMPLETION DATE: 11/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 3.D

TITLE: Settlement Incentives/Disincentives

FULL TEXT: In both the structure of the settlement terms and in its pursuit of enforcement, the government will clearly establish incentives to encourage those PRPs who are willing to assume responsibilities and disincentives for those who are not. (p. 2-6)

LEAD OFFICE: OECM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue a Strategy and Guidance for Pursuing Non-Settlors - 6/90
   - Include establishing a non-settlor tracking system
2. Issue Guidance on Bringing and Settling Enforcement Claims against Administrative Order Violators - 7/90
   - Cover how to develop and resolve cases for civil penalties or treble damages for violating administrative orders
3. Develop a Strategy for Special Litigation Support for CERCLA section 106 Actions - 6/90
   - Include a plan for mobilizing EPA enforcement resources to support cases with important discovery or trial preparation demands
4. Deliver Training on De Minimis to all Regions - 9/90
5. Dedicate Funds to Support Mixed Funding - 2/90
6. Establish Special Accounts within the Trust Fund - 12/89
7. Establish Incentives in the Resource Distribution System - 3/90
8. Establish Goals for Use of mixed Funding and De Minimis Authorities - 3/90
9. Issue Model Consent Decree for Remedial Response - 12/89
   - Provide standard consent decree language to promote strong settlement terms and consistent Agency action

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	3.E
SEE RECOMMENDATION:	3.A

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 4.A

TITLE: Settlement Tools - Provide Training

FULL TEXT: EPA will take the following steps to encourage the use of the settlement tools in the Superfund statute without comprising environmental goals:

First, Headquarters will provide additional assistance and specialized training in the use of these authorities. The assistance should emphasize information transfer among the Regions based on their actual experiences in using or attempting to use these tools. (p. 2-12)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Deliver training on *de minimis* and mixed funding to all Regions - 9/90
   - Increase Regional skill and create case-based information sharing.

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 4.B

TITLE: Settlement Tools - incentive Systems for Regions To Use Tools

FULL TEXT: EPA will take the following steps to encourage the use of the settlement tools in the superfund statute without compromising environmental goals:

Second, EPA will develop an incentive system that provides additional support for Regions to use these settlement tools. For example, when a Region indicates that a _de minimis_ settlement is appropriate, additional support in FTE and contract dollars might be provided. Specific amounts could be based on past experience and workload model data. (p. 2-12)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Establish a funding reserve to support mixed funding - 12/89
   - Relieve financial constraints on use of settlement tools
2. Establish incentives in the resources distribution system - 5/90
   - Encourage careful planning for _de minimis_ by providing additional resource

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 4.C

TITLE: Settlement Tools - Goals for de minimis and Mixed Funding

FULL TEXT: EPA will take the following steps to encourage the use of the settlement tools in the Superfund statute without compromising environmental goals: ...

Third, EPA will establish specific goals for the use of de minimis and mixed funding authorities. EPA should determine if it is possible to set up special accounts in the Regions to cover anticipated mixed needs and to allow the Regions to retain de minimis cash-out dollars for the site in which the settlement is reached. (p. 2-12)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODOUTS AND DUE DATES:

1. Include goals in target setting and accountability systems for FY 91 - 3/90
   - Establish realistic national expectations for de minimis and mixed funding settlements
2. Change Regional Review criteria - 3/90
   - Incorporate settlement goals in general management review priorities
3. Clarify the option for use of "special accounts" within the Trust Fund for receipt of Responsible Party cashouts - 12/89

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 4.D

TITLE: Settlement Tools

FULL TEXT: EPA will establish an integrated enforcement and response program. EPA will encourage or compel PRPs to conduct the response action at all sites with viable PRPs before using the Fund, except in emergencies. (p. 2-14)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Increase level of Regional resources for Responsible Party Removal Initiation and Oversight - 10/89
   - Create Regional capability to negotiate and oversee Responsible Party removals

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 5, 15

TITLE: Integrated Fund and Response Program

FULL TEXT: EPA will establish a single integrated timeline for both enforcement and Fund-financed activities. The timeline will include deadlines for completing negotiations and following up with enforcement or response action. The timeline will also reflect program goals for completing phases of the response action, and serve as a benchmark for assessing progress at sites. This timeline will also be the basis of the case management planning process. (p. 2-15)

EPA, in consultation with the Department of Justice, will establish a single timeline for the Superfund remedial program that sets out expected time frames and results for each of the critical stages of the enforcement and remedial process. (p. 2-30)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Establish Pre-referral Negotiations Procedures - 12/89
   - Establish coherent, coordinated procedures for timely agreement on Responsible Party Settlements
2. Complete the Overall Remedial Action Timeline - 11/89
   - Create consistent national understanding about critical decision points and timing of management planning to ensure appropriate action at those points.
3. Complete the detailed explanations of the timeline - 5/90

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 6.A

TITLE: Skill Mix

FULL TEXT: EPA must ensure a proper skill mix for case management and support of enforcement actions. EPA will encourage the creation of specialized Regional units for enforcement support activities, such as searching for responsible parties, assessing their ability to pay and corporate relationships, coordinating information exchange among PRPs, supporting cost recovery efforts, and developing administrative records. (p. 2-16)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue models of skill mixes for different types of sites - 6/90
   - Create flexible, informed basis for resource use

2. Complete analysis of appropriate resource levels - 10/89
   - Assure proper skill mix "pricing" for Budget planning and resource distribution

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 6.B

TITLE: Regional Superfund Enforcement Support Units

FULL TEXT: EPA will encourage the creation of specialized Regional units for enforcement support activities, such as searching for responsible parties, assessing their ability to pay and corporate relationships, coordinating information exchange among PRPs, supporting cost recovery efforts, and developing administrative records. (p. 2-16)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Identify specific administrative actions needed to strengthen Regional enforcement support - 8/90
2. Document management decisions - 9/90

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 7

TITLE: Enforcement of Information Requests

FULL TEXT: EPA will develop specific goals and timelines to improve enforcement of information requests. The Agency will provide for use of administrative orders and judicial referrals to compel answers to information requests, and to secure civil penalties or criminal sanctions where appropriate. The Agency will also provide for increased use of its administrative subpoena authority under Section 122(e)(3)(B). (p. 2-18)

LEAD OFFICE: OECM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue National Call for Enforcement to Regions - 9/89
   - Emphasize national interest in demonstrating EPA's ability and willingness to enforce against violations of information requests
2. Issue Final Model Pleadings and Settlement Guidance - 5/90
   - Encourage and aid Regional offices in initiating and completing effective enforcement cases against parties not complying with information requests
3. Implement Strategy for Tracking Non-Respondents to Information Requests - 1/90

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 8

TITLE: Information Release to Potentially Responsible Parties (PRP)

FULL TEXT: EPA will prepare a directive that emphasizes the importance of releasing available information as soon as possible to facilitate settlements. Improvements will reguire guidance, enhanced data bases, and additional resources. (p. 2-19)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue directive to Regions - 10/89
   - Establish importance of consistent national approach

2. Specify procedures for suggested approaches - 6/90
   - Clarify issues relating to releasability, timing, and Regional recordkeeping

FINAL COMPLETION DATES: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 9

TITLE: Oversight of Private Party Remedial Investigation/Feasibility Studies(RI/FS)

FULL TEXT: The Agency will expand efforts to promote closer oversight of private party RI/FS, recognizing that the level of oversight will vary depending on the PRP's experience and willingness to assume accountability for their actions. Specific steps should include reducing the workload of RPMs who oversee these studies. The report of the task group on Community Relations has further recommendations concerning citizen involvement in response actions conducted by responsible parties. (p. 2-21)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Correct pricing and distribute resources to Regions - 10/89
   - Assure proper level of resources devoted to oversight
2. Complete RI/FS Evaluation - 3/90
   - Provide analytical basis for strengthening support to oversight
3. Issue Model Statement of Work - 6/90
   - Provide labor saving tool for Regional Staff
4. Issue Model Administrative Order - 1/90
   - Provide labor saving nationally consistent tool for Regional Staff
5. Complete RI/FS Oversight Manual - 6/90
   - Provide standard protocols
6. Evaluate Responsible Party conduct of risk assessments - 9/90
   - Provide basis for strengthening quality and public confidence

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 10, 43.D

TITLE: Flexible Funding Policy

FULL TEXT: EPA should maximize Regional flexibility in shifting funds among sites, consistent with Congressional constraints and notification requirements. Fund scarcity is a recognized limitation on Regional flexibility. If additional resources become available because of a settlement, Regions should have the opportunity to apply these resources to other high priority sites within that Region. To the extent practicable, the Regions should also be able to move resources among categories of activities, such as remedial design and PRP oversight, as long as accountability commitments and notification requirements are met.... Regions should have a discretionary fund that they could use to fund additional work necessary to respond to citizen concerns. (p. 2-22, 5-7)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue FY 90 Flexible Funding Policy document - 11/89
   - OSWER directive to Regions

2. Issue FY 91 Flexible Funding Policy document - 6/90
   - Incorporate into FY 91 Program Management (SCAP) Manual

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 11

TITLE: Cost Documentation

FULL TEXT: EPA will strengthen methods for identifying and documenting costs. To support cost recovery efforts, EPA will initiate rulemaking to identify the types of expenditures appropriate for cost recovery, documents sufficient to prove government costs, and documents to be made available to PRPs, among other purposes. (p. 2-25)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete draft rulemaking package - 2/90
   - Provide comprehensive articulation of the Agency position on identifying and documenting appropriate costs

2. Begin OMB review - 5/90

3. Issue proposed rule - 7/90
   - Provide public forum for resolution of concerns

4. Issue final rule - 7/91

FINAL COMPLETION DATE: 7/91

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 12

TITLE: Cost Recovery Goals

FULL TEXT: EPA should immediately undertake a study to identify ambitious and realistic goals for the cost recovery program, and communicate them to Congress and the public. (p. 2-26)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete analysis of cost recovery "universe" and establish goals - 2/90
2. Revise database and reports - 6/90
   - To reflect study recommendations
3. Complete Communications Strategy - 4/90
   - Establish understandable, commonly held measures of program performance
4. Issue Revenue Projection Model - 6/90
   - Provide stronger analytical basis for projecting cost recovery performance

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 13

TITLE: Removal Cost Recovery

FULL TEXT: EPA will develop an improved approach for recovery of costs for removal actions. This approach will include a standard Alternative Dispute Resolution (ADR) opportunity, a real threat of litigation against recalcitrant parties, and increased efforts to have PRPs conduct future removal actions, to reduce the need for subseguent cost recovery actions by the government. (p. 2-27)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Implement Arbitration Procedures for Small Superfund Cost Recovery Claims final rulemaking - 3/90
   - Establish basis for use of ADR
2. Complete Alternative Dispute Resolution Strategy - 4/90
3. Correct pricing factors for Regional resources to improve timeliness and quality of responsible party search - 10/90
   - Establish appropriate resource allocation for removal actions

FINAL COMPLETION DATE: 10/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 14

TITLE: Top-Level EPA/DOJ Conference

FULL TEXT: EPA and the Department of Justice should convene a top-level conference to ensure a consensus on goals for the program and procedures for addressing Superfund settlement and litigation issues. Issues that may be addressed include methods for assuring national consistency, and the management process for cost recovery. (p. 2-30)

LEAD OFFICE: OECM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Conduct top-level conference - 11/89

FINAL COMPLETION DATE: 11/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 15

SEE RECOMMENDATION: 5

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 16

TITLE: Case/Site Management Planning

FULL TEXT: Case Management Planning: Each Region will institute a case or site management planning process that will include provisions for coordination among the different offices and organizations at critical stages in the enforcement process.... Regions will have flexibility in establishing the level of detail of their own planning process. (p. 2-30)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Deliver Model Site Management Plan Materials to Regions - 6/90
2. Deliver Regional training and incorporate site management plans into Superfund Academy to ensure implementation of planning procedures - 6/90

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 17.A

TITLE: Organization and Functions of Headquarters Superfund Enforcement Program

FULL TEXT: This study should address, among other things, the questions of relationships between the Office of Waste Programs Enforcement (OWPE) and the Office of Enforcement and Compliance Monitoring (OECM); ... and questions of overlapping responsibilities among OECM, the Office of General Counsel, Regional Counsel, and the Department of Justice. (p. 2-31)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Present Organizational Conclusions - 6/90
   -Identify overlapping responsibilities and options for restructuring

2. Document decisions by senior management - 7/90

FINAL COMPLETION DATE: 7/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 17.B

TITLE: Consolidation of OWPE and OERR Budget Functions

FULL TEXT: EPA will undertake a formal study of the organization of the Superfund enforcement program to evaluate whether a reorganization among Headquarters offices is appropriate. This study should address, among other things,...suggestions that the planning and budget functions of OWPE and OERR be consolidated;... (p. 2-31)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Decide organizational placement of Superfund budget function - 5/90
   - Base decision on pros and cons of various organizational options

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 17.C

TITLE: Superfund Enforcement Delegations of Authority

FULL TEXT: EPA should assess implementation of existing delegations of authority to the Regional offices. (p. 2-31)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete analysis of enforcement delegations of authority - 6/90
   - Identify overlapping responsibilities and recommended changes to existing delegations
2. Document management decisions - 7/90

FINAL COMPLETION DATE: 7/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 17.D

TITLE: Referrals to DOJ

FULL TEXT: Study organization of enforcement program to evaluate the need for reorganization at EPA Headquarters. Assess waivers of HQ concurrence on referrals to DOJ. (p. 2-31)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue summary report on current waiver policy - 10/89
   - Review and describe current authorities, criteria, and procedures for waivers
2. Issue evaluation report on waiver issues - 2/90
   - Present advantages and disadvantages of existing waiver policy
3. Submit recommendations for modifying waiver policy - 5/90
   - Suggest mechanisms for improvements in current policy, if necessary
4. Issue implementation plan - 6/90
   - Initiate changes in waiver policy, if necessary

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 18.A

TITLE: Communication of Rapid Response Goals

FULL TEXT: The Administrator should... communicate and regularly reinforce to Superfund managers and staff that the primary mission of the program is to take responsible action at sites as rapidly as possible. (p. 3-5)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue memorandum on rapid action - 9/89
   - Assure that all Superfund personnel are aware of need to respond to acute threats quickly and effectively

FINAL COMPLETION DATE: 9/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 18.B

TITLE: Accelerating and Improving Remedial Action

FULL TEXT: The Administrator should... communicate the same message to the Attorney General and the heads of other Federal agencies involved in the Superfund program and secure their personal commitment to support EPA's Superfund mission. (p. 3-6)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Discuss at OECM/OSWER/DOJ Summit - 9/89
   - Communicate the need for early action at sites

2. Modify Interagency Agreement with DOJ to incorporate program emphasis - 9/89

3. Meet with ATSDR - 9/89
   - Communicate program goals around health assessments at Superfund sites

4. Incorporate program goals into joint EPA-State plan for long-term State strategy - 10/89

5. Meet with NRT members - 10/89
   - Communicate program goals to other Federal agencies involved in Superfund program

6. Meet with DOI and with FWS - 11/89
   - Communicate program goals around environmental evaluation at Superfund sites

7. Send letter to State natural resource trustees - 11/89
   - Communicate program goals and invite their participation in environmental evaluations Superfund sites

8. Incorporate program goals in annual interagency budget process - 5/90
   - Secure commitment from other Federal agencies involved in the Superfund process

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 19

TITLE: Manager Accountability

FULL TEXT: Hold EPA line managers accountable for managing the program in accordance with its primary mission and track their performance in so doing. For example, direct each Regional Administrator to identify and eliminate avoidable delays in Superfund decision-making in his office. (p. 3-6)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue EPA order directing that all EPA line managers whose performance affects Superfund outputs have performance standards which relate to those Superfund outputs - 10/89
   - Establish requirement
2. Review FY 1990 Performance Agreements of EPA line managers whose performance affects Superfund outputs to ensure that appropriate standards have been developed relating to Superfund outputs - 2/90
   - Ensure that baseline requirement is set

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 20

TITLE: Reward Innovation, Risk-Taking, and Decisive Action

FULL TEXT: Direct the development of formal and informal mechanisms to reward innovation, risk-taking and decisive action in the Superfund program. (p. 3-6)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Determine Agency strategy - 12/89
   - Ways and means to foster and reward innovation, risk-taking, and decisive action

2. Incorporate mechanisms into Agency management systems - 4/90
   - Communications, training, performance management, and awards

FINAL COMPLETION DATE: 4/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 21

TITLE: Reduce RPM Workload

FULL TEXT: EPA should take steps to reduce RPM's workloads. Possible approaches include expanding the Superfund workforce, modifying expected accomplishments, and providing RPMs with additional administrative and technical support. (p. 3-13)

LEAD OFFICE: Region III

IMPLEMENTATION PRODUCTS AND DATES:

1. Issue 285 FTE to Regions to increase number of RPMs - 7/89
   - Reduce number of sites for each RPM
2. Assign appropriate workload to RPMs - 10/89
3. Provide additional support to RPMs - 12/89
   - Furnish technical and administrative assistance
4. Provide additional FTE to Regions or adjust expected accomplishments - 4/90
   - Permit appropriate workload assignment by Regions

FINAL COMPLETION DATE: 4/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 22

TITLE: Use of Expedited Cleanup Approaches

FULL TEXT: Encourage Regional Offices to take expedited approaches to site cleanup whenever possible--for example, by using removal contractors during the remedial phase, dividing sites into operable units that facilitate fast action, and encouraging PRPs to finance early remedial measures. Headquarters should monitor the extent to which such approaches are being used and quickly take steps to remove any identified barriers to their use. (p. 3-13)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue guidance on using removal approaches to speed up remedial projects - 7/89
   - Inform Regions of procedures set in place to expedite remedial actions

2. Issue directive on expedited cleanup of NPL sites - 11/89
   - Assist Regions in making NPL sites safe and in accelerating responses at NPL sites

3. Issue rapid remedial construction short sheet - 10/89
   - Inform Regions of alternatives to conventional remedial construction contracting procedures

4. Improve rapid remedial construction procedures as necessary - 10/90
   - Provide mechanisms to refine and evaluate performance of construction procedures

FINAL COMPLETION DATE: 10/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 23

TITLE: Develop prototype RI/FS and remedy selection models.

FULL TEXT: Proceed as rapidly as possible with the development of prototype RI/FS and remedy-selection models for recurring types of sites already identified (municipal landfills, battery-cracking sites and wood-treatment facilities) and ask Regional Offices to identify other types of sites for which prototypes would be useful. (p. 3-13)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue "short sheet" on status of efforts underway to develop prototypes for different categories of sites. Request Regions to identify other prototypes that would be useful - 11/89
   - Assess scope of need for prototype documents

2. Complete guidance and "short sheet" for addressing PCB sites - 3/90
   - Standardize PCB requirements at NPL sites

3. Complete prototype RI/FS for municipal landfills - 7/90
   - Includes "short sheet" summary and standard plans (e.g., workplan and QAPP)

4. Complete prototype RI/FS for wood treatment facilities in conjunction with ORD - 9/90
   - May be reprioritized based on Regional input
   - Includes "short sheet" summary

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 24

TITLE: Quickly narrow remedial alternatives

FULL TEXT: Emphasize to Superfund staff and managers and to remedial contractors the existing policy that the number of remedial alternatives considered during the RI/FS should be narrowed as quickly as possible to those with clear potential applicability to the site. (p. 3-14)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue RI/FS "short sheets" that reflect concept - 10/89
   - Covers Scoping and Development of Alternatives
2. Issue ROD Update - 11/89
   - Show how to streamline projects
3. Issue NCP reflecting concept in preamble - 2/90
   - Establishes policy framework

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 25.A, B, C, F, 33

TITLE: Consistency in Remedy Selection and Use of Treatment Technologies

FULL TEXT: Provide real-time feedback on proposed remedy-selection decisions by ensuring that Regional Coordinators have time to review drafts of Proposed Plans--which identify the remedial alternative likely to be chosen for a Superfund site--and Records of Decision. Examine remedy-selection decisions from a national perspective by conducting regular reviews to identify any trends that run counter to statutory requirements or EPA's expectations and by clearly communicating the results of these reviews to EPA's Regional Administrators. Ensure that Regional Offices have information on previous remedy-selection decisions by keeping the Record of Decision database updated; ensure that all RPMs are trained to use it and have access to it. Ensure that RPMs check the Record of Decision database before making any recommendations on remedy selection. OERR should work with the Regions to provide national consistency on procedures for selection of treatment technologies. (p. 3-19, 4-6)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue directive on use of ROD data base - 11/89
   - Promote consistency among Regions

2. Load FY89 RODS into ROD data base - 1/90
   - Maintain quality and utility of system

3. Conduct quality analysis of FY89 RODs - 3/90
   - Improve consistency of RODs

4. Develop framework for HQ quality assurance program - 5/90
   - Provide procedures and criteria for quality reviews of RODs and other important deliverables

5. Provide feedback to Regions on ROD analysis - 6/90
   - ROD Forums to assist Regions with quality

6. Complete review of selected Proposed Plans and RODs - 9/90
   - Regional Coordinator support to RPMs

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 25.D

TITLE: ROD Database Training

FULL TEXT: Ensure that the Regional Offices have information on previous remedy-selection decisions ...; ensure that all RPMs are trained to use it and have access to it. (p. 3-19)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete delivery of training - 12/90
   - Use revised ROD workshop to deliver training

FINAL COMPLETION DATE: 12/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 25.E

TITLE: Peer Review

FULL TEXT: Within those Regional Offices that have not done so, establish peer review processes for drafts of Proposed Plans and draft Records of Decision. (p. 3-20)

LEAD OFFICE: Region II

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Prepare matrix of peer review activities used by Regional Offices for review - 10/89
   - Evaluate activities used by Regional Offices and prepare a listing of recommended activities for national guidance

2. Prepare initial draft of Recommended Peer Review Guidance for review - 1/90

3. Complete final draft of Recommended Peer Review Guidance - 2/90
   - Incorporate comments in guidance or addendum to guidance

4. Final Recommended Peer Review Guidance approved by Assistant Administrator for Solid Waste and Emergency Response - 6/90

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	25.F
SEE RECOMMENDATION:	25.A

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 26

TITLE: Clarification of ARARs Policy

FULL TEXT: Resolve all outstanding questions about the applicability or relevance and appropriateness of Federal Standards and regulations, especially those promulgated under the Resource Conservation and Recovery Act. (p. 3-20)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Distribute ARARs Q's & A's on selected issues - 5/89
2. Distribute short sheets on RCRA land ban issues - 7/89
3. Send memo to Regions requesting most pressing issues that have not been resolved by the final NCP - 8/89
4. Set priorities for issue resolution based on Regional needs - 10/89
5. Begin issuing guidance on priority issues identified by Regional solicitation - 12/89
6. Resolve remaining issues - 6/90

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.A

TITLE: Upgrade Regional Coordinators

FULL TEXT: To increase the retention of Regional Coordinators and to improve the quality of the services they provide, upgrade these positions,... (p. 3-22)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Reclassify appropriate Regional Coordinator positions - 2/90
   - Increase the grade structure for selected Regional Coordinators

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.B, E

TITLE: Role and Effectiveness of Regional Coordinators (RCs)

FULL TEXT: To strengthen the role and effectiveness of Regional Coordinators...assign experienced staff to them, and assure that Regional Coordinators have sufficient time to be responsive to requests from the Regional Offices.

Publicize within EPA the existence and role of Regional Coordinators and aggressively encourage RPMs to call on Regional Coordinators for assistance. (p. 3-22)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Evaluate Regional needs based on OPPE study and OERR briefing - 8/89 - Define role and priorities of Regional Coordinators for FY 90
2. Develop plan to provide effective Regional Coordination and communicate plan to Regions - 11/89

FINAL COMPLETION DATE: 11/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.C

TITLE: Answering Technical and Legal Questions

FULL TEXT: Direct technical and procedural questions relating to the planning and conduct of remedial activities to Regional Coordinators in the Office of Emergency and Remedial Response and legal and enforcement questions to Regional Coordinators in the Office of Waste Programs Enforcement. (p. 3-22)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue guidance on the roles and functions of Regional Coordinators in each office - 12/89

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.D

TITLE: Consolidate Regional Coordinators

FULL TEXT: Consider an eventual merger of the two groups of Regional Coordinators at EPA Headquarters. (p. 3-22)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Decide organizational placement of Regional Coordinators - 3/90
   - Base decision on pros and cons of various organizational options

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.E

SEE RECOMMENDATION: 27.B

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 28.A

TITLE: Technical Support Services Directory

FULL TEXT: Prepare and publish a directory of technical support services, update it frequently, and ensure that every Remedial Project Manager promptly receives the initial and all updated editions. (p. 3-34)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Publish directory of technical support services - 1/90
   - Pull together existing information into one document
2. Provide directory to every Remedial Project Manager - 2/90
   - Do individual mailings
3. Establish procedures for updating and redistributing directory - 3/90
   - Ensure frequent updates

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 28.B

TITLE: Improving Information Management

FULL TEXT: Ensure that all RPMs know how to use automated databases containing information relevant to their work and that they have access to computers configured for data communication. (p. 3-25)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Develop functional requirements for software to access EPA databases - 1/90
   - Develop software tools and training
2. Deliver software to RPMs - 6/90
   - OSWER delivers software tools to access EPA databases
3. Complete training of RPMs - 9/90
   - Implement training on use of software tools

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 29.A

TITLE: Technical Support Services Group

FULL TEXT: Designate an existing group, or establish a new one, to be responsible for EPA-wide management of technical support services to RPMs. (p. 3-25)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Convene Technical Support Services Group - 10/89
   - Find or create group representing all affected offices

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 29.B

TITLE: Technical Support Master Plan

FULL TEXT: Direct this group to develop and implement a master plan for assessing and meeting RPMs' needs for technical support. (p. 3-25)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Approve charter of the Technical Support Services Group - 10/89
   - Charter includes direction from Administrator to develop and implement Master Plan

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW
WORKPLAN

NUMBER: 30, E.1

TITLE: State Role in Superfund

FULL TEXT: EPA should begin now to resolve the fundamental policy question of what States' long-term role in the Superfund program will be. Based on that policy decision, EPA and States should jointly develop short- and long-term strategies to enhance State program capability, improve State performance at State-lead Superfund sites, and foster State remedial activity at sites not on EPA's National Priorities List. (p. 3-27)

EPA will convene a conference of key State and Federal officials to examine the evolving State/Federal relationship and to make further recommendations to the Administrator on this issue. EPA will also work with the States to develop a plan for State participation in the Superfund enforcement program.

LEAD OFFICE: OSWER

IMPLEMENTATION PRODUCTS AND DUE DATES;

1. Convene organizational meeting with State representatives from ASTSWMO, NAAG, and NGA to set framework for further policy forums and working level group meetings between EPA and States - 8/89
2. Establish formally an EPA-State senior level policy group with a schedule of five or six meetings - 10/89

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 31.A

TITLE: Short Sheet Development

FULL TEXT: Continue to develop and issue "short sheets" that summarize existing guidance, ask the Regional Offices to suggest candidates for additional "short sheets", and issue new guidance first as "short sheets" and later, as necessary, as longer reference documents. (p. 3-29)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue list and schedule of "short sheets" - 3/90
   - Identify responsible office and planned schedule

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 31.B

TITLE: Guidance Conflict Official

FULL TEXT: Designate in each office a single official to take responsibility for overseeing the planning and development of all technical and policy guidance and ensuring that guidance issued by the various offices does not conflict. (p. 3-29)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Name official in each office - 10/89
   - Require each office to name official immediately
2. Issue directive on coordinating all technical and policy guidance - 12/90
   - Delineate functions and responsibilities of officials

FINAL COMPLETION DATE: 12/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 31.C

TITLE: Program Guidance Updates

FULL TEXT: Establish procedures to ensure that guidance is prepared and updated in a timely fashion and systematically distributed to all Superfund managers and staff in the Regional Offices. (p. 3-29)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue directive on updating and distributing program guidance - 5/90
   - Ensure timely updating and systematic distribution

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 31.D

TITLE: Prescriptive and Advisory Guidance

FULL TEXT: Explain how Regional Offices and other interested parties can distinguish between prescriptive and advisory elements of Superfund guidance. (p. 3-29)

LEAD OFFICE: OECM/OGC

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue "Do's and Don'ts" Checklist for drafting and interpreting guidance - 4/90
2. Develop training module on subject; include in Superfund Academy and Superfund Attorney Training Institute training curricula - 9/90

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 32.A, 35

TITLE: Treatment Technology and Cost Recovery

FULL TEXT: Superfund policies and guidance should be reviewed and revised to ensure that use of treatment technologies is given stronger emphasis in accordance with SARA's directions. Guidance should emphasize the use of treatment technologies in early actions to mitigate significant threats at sites, as well as in later actions to fully clean up the sites.

EPA should develop guidance that balances the goal of advancing innovative technologies against the need to minimize challenges during cost recovery actions. (p. 4-9)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue policy statement that innovative technology costs are recoverable (OWPE lead) - 11/89
   - Eliminates barrier to use of innovative technologies

2. Issue selection of remedy guidance to convey program expectations regarding the use of treatment technologies - 4/90
   - Clarify appropriate use of treatment

FINAL COMPLETION DATE: 4/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 32.B

TITLE: Technologies Czar

FULL TEXT: A senior program manager in the Office of Solid Waste and Emergency Response should serve as "Technologies Czar" and should be responsible for working with other offices to develop and implement actions necessary to remover barriers to use of treatment technologies. (p. 4-6)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Select "Technologies Czar" - 11/89
   - Identify senior program manager

FINAL COMPLETION DATE: 11/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	33
SEE RECOMMENDATION:	25.A

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 34

TITLE: Regulatory and Policy Barriers to the Use of Treatment Technologies

FULL TEXT: The impact of RCRA land ban or other rules on use of alternative technologies should be carefully evaluated to identify technologies that may be precluded by the rules. The Office of Emergency and Remedial Response and Office of Solid Waste must jointly explore ways to apply these rules that preserve their intent and spirit without restricting use of viable treatment approaches for Superfund sites. (p. 4-9)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue "short sheets" on Land Disposal Restrictions - 7/89
   - Show how to comply with Land Disposal Restrictions

2. Provide Support to OSW to issue supplemental notice to NCP soliciting comment on alternative interpretations of "placement" for contaminated media - 9/89
   - Promote use of effective treatment and innovative technologies to remediate sites

3. Summarize treatability data that indicates which technologies cannot consistently achieve BDAT for contaminated soil, debris, and sludges - 11/89
   - Assess effectiveness of non-BDAT technologies

4. Issue interim final guidance on Superfund Compliance with Land Disposal Restrictions - 11/89
   - Show how to comply with Land Disposal Restrictions

5. Provide support to OSW to develop soil and debris regulation that permits use of range of effective technologies - 9/91
   - Promote use of effective treatment and innovative technologies to remediate sites

FINAL COMPLETION DATE: 9/91

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 35

SEE RECOMMENDATION: 32.A

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 36.A

TITLE: Evaluate FAR Provisions

FULL TEXT: EPA should evaluate provisions of the FAR [Federal Acquisition Regulation] to determine where latitude exists to eliminate procurement constraints to utilizing treatment technologies. (p. 4-10)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue report on procurement barriers to the use of new technologies - 2/90
   - Establish justification for regulatory changes
2. Transmit recommendations to the FAR Councils - 7/90
   - Request regulatory changes

FINAL COMPLETION DATE: 7/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 36.B

TITLE: Procedures for Proprietary Treatment Technologies

FULL TEXT: Procedures should be developed to allow greater flexibility in performing treatability studies and in how "proprietary" technologies are defined for purposes of these [Federal Acquisition] regulations. (p. 4-10)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Develop draft procedures - 3/90
   - Identify potential mechanisms for making Superfund technologies available
2. Issue final Agency procedures - 7/90
   - Identify and make mechanisms known within the Agency

FINAL COMPLETION DATE: 7/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 37.A

TITLE: Nationwide Technology Support Teams

FULL TEXT: EPA should establish nationwide technology support teams within the Office of Research and Development, to provide on-site, project-by-project technical advice to regional project managers on treatment technologies. (p. 4-12)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Set up interim organization and begin assistance to the Regions - 9/89
   - Initial team in place

2. Complete discussions with all ten Regions on initial program and future Technology Support Team Needs - 3/90
   - Determine Regions' Technology Support Needs

3. Complete Staffing and Organization of Team - 9/90
   - Team staffed at allocated level and fully operational

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 37.B

TITLE: Specific Technologies

FULL TEXT: These (nationwide technology) support teams should work in conjunction with regional coordinators in the Superfund program office to identify specific technologies or combinations of technologies to respond to generic site situations. (p. 4-12)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete selection of initial site classes - 12/89
   - Generic sites with common technology responses
2. Issue Generic Site Technology Report - 12/90
   - Technology summary for generic site class

FINAL COMPLETION DATE: 12/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 38.A

TITLE: Treatability Assistance Program

FULL TEXT: EPA should establish a treatability assistance program within the Office of Research and Development to perform tests, develop standard testing protocols, and maintain a data base of test results. This program should work closely with the Technology Czar and Regional Coordinators in the Office of Solid Waste and Emergency Response, and with the regional offices. (p. 4-14)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Set up interim organization and begin assistance - 9/89
   - Initial Program in Place
2. Complete First Treatability Protocol - 3/90
   - Proper Testing Procedures for Various Technologies
3. Complete Staffing/Organization of Program - 9/90
   - Program staffed at allocated level and fully operational
4. Complete Requested FY 90 Treatability Tests - 9/90
   - Tests requested by Regions to support technology selection

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 38.B

TITLE: Guidance to Encourage Treatability Tests

FULL TEXT: The Office of Emergency and Remedial Response (OERR) should provide policy guidance to the Regions to ensure that treatability tests are emphasized, and should also provide guidance on how to use treatability tests in selection of a clean-up technology. (p. 4-14)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue "short sheet" on treatability studies - 12/89
   - Emphasize importance of treatability studies and provide guidance to facilitate performance of studies

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 39.A

TITLE: Information Clearinghouse on Evaluations of Technology Performance

FULL TEXT: The Agency should establish an information clearinghouse, within the Office of Research and Development (ORD) containing data, reports and references from EPA, State and other evaluations of technology performance. The clearinghouse should include a computerized data base that allows access through telephone inquiry, on-line computer access, and printed material. (p. 4-16)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Set up Information Clearinghouse within ORD - 12/89
   - Computerized clearinghouse fully operational

2. Complete Orientation Program to all EPA Regions and States - 3/90
   - Explain capability/use of clearinghouse

3. Complete On-Line Computer Access - 9/90
   - Facilitate user access

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 39.B

TITLE: Current Technology Transfer Efforts

FULL TEXT: ORD should continue, and expand as necessary, its current technology transfer activities of dissemination of technical reports, technology forums, seminars and conferences and should ensure that this transfer is effectively directed at Regional Project Managers and their contractors. (p. 4-16)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete Workshops on Immobilization Technology - 2/90
   - Series of ten workshops nationwide
2. Complete establishment of ORD Electronic Bulletin Board - 3/90
   - Display the most recent ORD publications, project abstracts, technical assistance centers, and other information sources
3. Complete Two Workshops on Physical/Chemical Treatment of Hazardous Waste - 9/90
   - Series of five technical workshops

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 40.A.1

TITLE: Evaluate Performance and Cost of Technologies

FULL TEXT: Evaluate performance and cost of technologies already being used at Superfund sites. (p. 4-19)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Develop evaluation scope/protocol - 12/89
   - To provide needed performance data
2. Identify sites/technologies to be evaluated - 3/90
3. Begin first evaluation - 9/90

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 40.A.2

TITLE: Demonstrations of Innovative Technologies

FULL TEXT: Conduct additional demonstration of innovative technologies. (p. 4-19)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Initiate cooperative effort with DOE - 9/89
   - Conduct SITE demonstration on radioactive waste
2. Hold forum with technology developers - 1/90
   - Identify technologies of interest for expanded SITE solicitation.
3. Conduct joint EPA/DOE demonstration - 6/90

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 40.A.3

TITLE: Emerging Laboratory and Pilot Scale Technologies

FULL TEXT: Support development of emerging laboratory and pilot scale technologies. (p. 4-19)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Solicit proposals for new emerging technologies - 7/89
   - Provide for funding an expanded number of technologies
2. Receive proposals for new emerging technologies - 9/89
3. Award cooperative agreements - 6/90

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 40.A.4

TITLE: Test and Evaluation Center

FULL TEXT: Establish a fully permitted and licensed test and evaluation center. (p. 4-19)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Conduct public hearing on EIS - 2/90
   - For Environmental Technology and Engineering Center to be located at Edison, N.J.
2. Complete architectural plans and specifications - 5/90
   - Final plans and specifications ready for bidding
3. Initiate construction of the facility - 9/90

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 40.A.5

TITLE: Combinations of Technologies

FULL TEXT: Evaluate combinations of technologies in addition to individual technologies. (p. 4-19)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete revision of SITE solicitation notice - 12/89
   - To emphasize combinations of technologies
2. Issue SITE solicitation - 1/90
   - Including focus on combinations
3. Complete selection of technologies for demonstration - 9/90

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 40.A.6

TITLE: Rapid Reporting of Demonstration Results

FULL TEXT: Provide rapid reporting of demonstration results through performance bulletins and by placing results in an information clearinghouse. Reduce production time for full reports. (p. 4-19)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete review of information transfer process - 10/89
   - To identify ways to speed reporting
2. Complete implementation of revised reporting system - 1/90

FINAL COMPLETION DATE: 1/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 40.A.7

TITLE: Elimination of Internal Barriers

FULL TEXT: Suggest ways to eliminate internal barriers to the introduction of new technologies into the Superfund program. (p. 4-20)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Meet with developers who have completed SITE demos - 1/90
   - To identify internal constraints they have experienced
2. Identify changes to SITE - 6/90
   - To facilitate demonstration and commercialization

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 41

TITLE: In-House and University Research Programs

FULL TEXT: In-house and university research programs should be expanded in a few, targeted areas where private research is lacking. The Office of Research and Development should convene an advisory group of industry and academia to develop a priority list of areas where expanded EPA research is needed and where the private sector is not currently engaged. EPA should actively conduct or support research in areas where there is limited private sector involvement. (p. 4-21)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete selection of advisory group - 1/90
   - To recommend areas of research

2. Issue advisory group report - 4/90
   - List of priority targeted research areas

3. Complete modification of research plans - 7/90
   - To focus on targeted areas of advisory group

FINAL COMPLETION DATE: 7/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 42

TITLE: National Environmental Technology Applications Corporation (NETAC)

FULL TEXT: The Office of Research and Development has recently established a partnership of government, industry, and academia called the National Environmental Technology Applications Cooperation that is dedicated to commercialization of new technologies and products. It should receive strong support and emphasis within the Agency to ensure rapid, full implementation. (p. 4-22)

LEAD OFFICE: ORD

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Establish High Level EPA Steering Committee - 9/89
   - To advise and assist NETAC
2. Complete NETAC Model Commercialization Approach - 2/90
   - For use by developers
3. Initiate Experimental Testing at NETAC - 6/90
   - Complete modifications and installation of equipment for initiation of testing
4. Complete Market Analysis - 9/90
   - Identify types of environmental technologies needed

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW
WORKPLAN

NUMBER: 43.A

TITLE: Increase Citizen Involvement

FULL TEXT: The Administrator should strongly support increased citizen involvement in Superfund decisions, dedicating resources necessary for greater citizen involvement and accepting occasional delays as a result. (p. 5-7)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue letter to Regional Administrators on dedicating resources to community relations - 10/89
   - Stress resources needed to increase citizen involvement
2. Complete development of "short sheet" guidelines on planning for sufficient community relations activities - 2/90
   - Stress need to plan adequately and anticipate delays
3. Issue "short sheet" on innovative methods to increase involvement - 11/90
   - Convene a workgroup to develop recommendations to be included in short sheet
4. Fund Regional Office projects that describe general and site-specific experiences - 3/90
   - Assist Regional efforts and make available nationally
5. Design method to measure progress in increasing citizen involvement - 8/90
   - Include planning and resource issues

FINAL COMPLETION DATE: 11/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.B

TITLE: Listen to Citizens and Change Actions Where Merited

FULL TEXT: EPA managers and staff should listen carefully to what citizens are saying, take the time necessary to deal with their concerns, change planned actions where citizen suggestions have merit, and then explain to citizens what EPA has done and why. (p. 5-7)

LEAD OFFICE; OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Ensure community relations training is offered in OSWER Course calendars - 12/89
   - Include courses on active listening and conflict resolution and existing courses on communications

2. Issue "short sheet" on successfully incorporating citizen concerns - 12/90
   - Provide tools for successfully incorporating citizen concerns

FINAL COMPLETION DATE: 12/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.C

TITLE: Public Comment Time

FULL TEXT: Regional managers should factor adequate time for public comment and response into their planning for ROD deadlines. The standard public comment period on EPA's proposed plans should be 60 days (rather than 30), whenever citizens or PRPs request it. (p. 5-7)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete revision of National Contingency Plan - 2/90
   - Allow an additional 30 days upon request for public review of proposed plan of remedial action

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.D

SEE RECOMMENDATION: 10

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.E

TITLE: Clear Explanation of Decisions

FULL TEXT: Whether EPA can do what citizens ask or not, we should always provide them a clear explanation of the basis for our decision. A responsiveness summary should reflect a genuine attempt to come to grips with citizens' questions and concerns; it should not appear to be an advocacy brief piling up evidence for why EPA's original decision was the only possible one. (p. 5-7)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue "short sheet" on responsiveness summaries - 5/90
   - Clarify content and purpose of document

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.F

TITLE: Citizen Involvement at Each Stage

FULL TEXT: EPA managers and staff should plan for citizen involvement at each stage of the Superfund process beginning with the initial investigations at a site. (p. 5-8)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Modify National Contingency Plan to strongly encourage additional community relations - 2/90
   - Extend commitment to communicate through the RD/RA stage
2. Develop "short sheet" guidances on planning for sufficient community relations activities - 2/90
   - Build community relations into each stage of process

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.G, H, Q, R, T

TITLE: Discuss Site Findings Early and Make Documents More Readily Available Throughout Process

FULL TEXT: EPA should discuss site findings and decisions as they are developed, not only at the end of the Feasiblity Study. While a formal commit period is required only at the Proposed plan stage, EPA should make documents available to citizens and to PRPs throughout the cleanup process, and be open to receiving comments continually as well.... EPA should be more aggressive about supplying information to citizens and their technical advisors. Citizens' access to information should be comparable to that of PRPs. Neither citizens nor PRPs should have to wait until the end of the Remedial Investigation and Feasibility Study to learn the results of the studies. EPA should ensure access to information by (1) establishing information repositories that are convenient to the affected public; (2) completing any necessary review of documents quickly, so the documents can be released; (3) placing documents in the administrative record and the information repositories as soon as possible; and (4) notifying citizens of the availability of that information through fact sheets and other mailings. (p. 5-8, 5-14, 5-15).

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue memorandum on coordination between Administrative Record Coordinators and Community Relations Coordinators - 9/89
   - Include roles and responsibilities

2. Complete modification of NCP as appropriate - 2/90
   - Goal is to encourage release of documents in more timely manner

3. Issue "short sheet" on discussing site findings and releasing information - 10/90
   - Include recommendations for program improvements

FINAL COMPLETION DATE: 10/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.I

TITLE: Number of Site Managers and Community Relations Staff

FULL TEXT: The Administrator should increase the number of site managers and community relations staff to allow more frequent communication with the affected public. (p. 5-11)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Submit FY 91 budget increase to OMB - 9/89
2. Allocate additional resources to regional Waste Management Divisions - 9/89
   - Part of 500 newly allocated positions

FINAL COMPLETION DATE: 9/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.J

TITLE: Communication as High Priority

FULL TEXT: EPA should firmly establish communication as a high priority for Superfund managers, site managers, and community relations staff. (p. 5-11)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue instructions to include in performance standards of staff - 10/89

FINAL COMPLETION DATE: 10/89

WORKPLAN

NUMBER: 43.K, L

TITLE: Use of Senior Environmental Employees (SEE) and State and Local Officials

FULL TEXT: Regions should experiment with using Senior Environmental Employees more extensively in Superfund. Where sites are some distance from EPA offices, Regions can hire retirees who live in the communities near the sites to take questions and provide information. EPA should consider using State or local officials to represent EPA at sites as another way of coping with the limits to EPA resources and distance problems. (p. 5-11)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue memorandum on use of SEE - 8/90
   - Include current experiences
2. Include examination of EPA's ability to use State/local officials for community relations in plan to determine State's long-term role in Superfund - 9/90
   - Identify opportunities and constraints

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.M, N, O

TITLE: Problems Staff Turnover Creates for Community

FULL TEXT: EPA should be sensitive to the problems that staff turnover create for a community and should preserve the continuity of staff assignments as much as possible. For example, these problems should be considered as costs in deciding whether to reorganize. EPA managers should try to keep continuity and site history on the team if one team member must be replaced. For example: if the site manager is new, the community relations coordinator probably should not be switched. EPA should educate new staff about the site's history and the community's involvement and concerns, and the importance of these concerns. EPA should communicate staff changes to the community and demonstrate that their concerns are understood. (p. 5-12)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue memorandum identifying materials, techniques, and procedures for transitions - 12/90
   - Emphasize the importance of continuity and planning for a smooth transition

FINAL COMPLETION DATE: 12/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.P

TITLE: Train Staff in Communications

FULL TEXT: EPA should provide communications training (both speaking and listening) to all Superfund staff who deal directly with the public. (p. 5-12)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue directive making the existing course on community relations mandatory for anyone who attends public meetings - 10/89
   - Mandate training

2. Identify new training needs in comuunications for managers and staff - 12/89
   - Determine training needs universe

3. Organize existing courses into a curriculum based on skill level - 2/90
   - Consolidate available training

4. Advertize courses in OSWER Training Course catalog and bulletin board - 3/90
   - Publicize training

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.Q, R

SEE RECOMMENDATION: 43.G

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.S

TITLE: Ensuring citizen access to information

FULL TEXT: EPA should require PRPs and its own contractors to write clear, understandable summaries of complex technical documents. EPA should provide copies of those summaries directly to citizens. (p. 5-14)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Amend current contracts and require future contracts to contain requirement for contractors to write clear, understandable summaries of complex technical documents - 12/89
   - Create requirement for contractors

2. Issue directions to Department of Justice and Regional negotiators to include development of summaries of complex technical documents in enforcement agreements and settlements with PRPs - 2/90
   - Create requirement for PRPs

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	43.T
SEE RECOMMENDATION:	43.G

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 43.U, V

TITLE: PRP Grants to Communities

FULL TEXT: The Agency should also encourage PRPs to provide grants to communities to enable them to acguire independent technical assistance. EPA should provide information and advice to PRPs and citizens regarding the successful use of such grants at other Superfund sites. (p. 5-15)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue Directive on encouraging PRP to provide grants to communities - 12/89
2. Conduct Regional workshops on PRP grants to communities - 4/90

FINAL COMPLETION DATE: 4/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 44.A.1, 2, 3

TITLE: Amend TAG Interim Final Rule

FULL TEXT: EPA should amend the interim final rule immediately to (1) reduce the match requirement from 35% to 20%, (2) eliminate the 15% cap on administrative in-kind services, and (3) modify the reincorporation requirement. (p. 5-22)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue Revised Interim Final Rule - 11/89
   - Rule will reduce match, eliminate administrative cap, and modify reincorporation requirement

FINAL COMPLETION DATE: 11/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 44.A.4, F.3

TITLE: TAG Application Process and Procurement Requirements

FULL TEXT: EPA should simplify the application process, simplify the procurement requirements,... (p. 5-22)

EPA should address revamping the TAG application process to give more weight to the NRDC recommendation of considering health effects from site contamination that may have been suffered by TAG applicants.

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue revised and simplified forms and support materials - 3/90
   - Include the Citizens Guidance Manual
2. Complete development of TAG-specific procurement procedures and requirements - 4/90
   - Include streamlining measures
3. Issue amended TAG Rule - 9/90
   - Promulgate improvements to TAG process

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 44.A.5

TITLE: Establish Guidelines for TAG Renewal

FULL TEXT: EPA should ... establish guidelines for grant renewal in cases where circumstances warrant. (p. 5-22)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue memorandum on waivers and renewals - 1/90
   - Policy and criteria on deviations from current TAG ceiling rule

FINAL COMPLETION DATE: 1/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 44.A.6

TITLE: Reduce Red Tape in TAG Application Process

FULL TEXT: EPA should encourage citizen groups to apply, not discourage them with red tape, so long as they demonstrate a willingness to manage TAG grants responsibly and a reasonable ability to do so. The Administrator should acknowledge and accept the financial risks of fewer and less rigid controls, flexibly applied by Regions. (p. 5-22)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue "short sheet" to Regions to encourage application - 10/89
   - Include steps they can take to simplify and facilitate process

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 45.A.1

TITLE: Raise On-Scene Coordinator (OSC)/Remedial Project Manager (RPM) Full Performance Levels

FULL TEXT: The Agency should take immediate steps to offer a competitive compensation and incentive package to its key Superfund frontline personnel. Immediately raise the full performance level of Remedial Project Managers (RPM's) and On-Scene Coordinators (OSC's) from GS-12 to GS-13. (p. 6-3)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Publish revised OSC/RPM classification guidance - 12/89
   - Establish basis for higher grade levels

2. Issue an Office of Solid Waste and Emergency Response (OSWER) directive on use of classification guidance - 1/90
   - Assure implementation in the Regions

3. Complete communications and assistance visits to Regional offices - 4/90
   - Assure complete use of classification guidelines

4. Evaluate Regional application of new classification guidelines - 12/90
   - Follow up on completeness and consistency of implementation

FINAL COMPLETION DATE: 12/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	45.A.2
TITLE:	Promotion Policy for Superfund Enforcement Attorneys
FULL TEXT:	Develop a uniform policy to open up the possibility of promoting Regional Superfund Enforcement Attorneys from GS-13 to GS-14. (p. 6-3)
LEAD OFFICE:	OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete job analysis of Regional Superfund Site-Specific Enforcement Attorney Positions and issue decision paper - 4/90
2. If promotion potential should be GS-14, publish revised Regional attorney classification guidance - 8/90

FINAL COMPLETION DATE: 8/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 45.A.3

TITLE: Legislative Initiatives/Demonstration Projects to Attract, Retain, and Train Key Field Staff.

FULL TEXT: Pursue initiatives with Congress, the Office of Management and the Budget (OMB) and the Office of Personnel Management (OPM) to allow the Agency to: pay salaries competitive with the private sector in certain high cost geographic areas; accelerate the promotion process; design more flexible leave and working hour policies; award bonuses to staff who remain with EPA; provide high-cost, specialized training outside the federal family in exchange to additional government service; and offer early retirement rights. (p. 6-3/4)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Request higher pay rates from OPM under the special salary rate program - 2/90
   - Pay higher salaries to the extent authorized by OPM
2. Draft legislative or demonstration proposals - 8/90
   - Prepare request to Congress on objectives which cannot be accomplished under current law
3. Submit proposal for enactment by Congress and/or OPM approval - 11/90

FINAL COMPLETION DATE: 11/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 45.B.1

TITLE: Mandatory Training

FULL TEXT: Implement a mandatory training requirement for field staff at all levels: Basic, Intermediate, Advanced, and Master. This should serve as an incentive leading to certification of EPA field staff at various levels. (p. 6-5)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue directive establishing 80 hour annual training requirement for all OSCs and RPMs - 9/89
   - Establish requirement
2. Establish mentoring program and issue directive requiring all new employees to spend three months with a formal mentor - 10/89
   - Establish requirement
3. Publish guidance on Structured Training and Evaluation Program (STEP) criteria to establish four levels of OSCs and RPMs - 12/89
   - Establish various levels for certification

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 45.B.2

TITLE: In-House RI/FSs

FULL TEXT: Implement pilots in all regions encouraging EPA field staff to perform remedial investigation and feasibility studies in-house. Reward outstanding achievement in this area. This practice will improve the ability of front-line staff to better oversee contractors in the field. (p. 6-5)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete negotiations of FY 90 Regional SCAP targets for undertaking in-house RI/FS - 9/89
2. Allocate resources for conduct of in-house RI/FS - 10/89

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 45.C.1

TITLE: Adequate Regional Support

FULL TEXT: The Assistant Administrator for Solid Waste and Emergency Response and the Assistant Administrator for Administration and Resources Management should work out a format for assigning certain administrative tasks to the appropriate Management and Waste Management Divisions in the Regions. These two Assistant Administrators should then solicit the agreement of the Regional Administrators on the assignment of these administrative tasks in a regional Memorandum of Understanding. Should this approach prove successful, it should be extended to include key activities of Environmental Services Divisions and lawyers in the Office of Regional Counsel. Ultimately, Regional Administrators have the principal responsibility for assuring successful cooperation among the various offices responsible for implementing Superfund in the Regions. (p. 6-7)

LEAD OFFICE: Region III

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Assign technical and administrative tasks to other staff within and outside the Division - 12/89
   - Provide additional support to RPMs
2. Sign MOUs assigning appropriate tasks to Management and Waste Divisions - 2/90
   - Assign certain tasks to appropriate staff in other divisions
3. As appropriate, sign MOUs between Waste Management Divisions and ESDs and ORCs - 2/90
4. Review Skill Mix Study and make needed changes in task assignments - 7/90

FINAL COMPLETION DATE: 7/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 45.C.2

TITLE: Provide Personal Computers to Superfund Field Personnel

FULL TEXT: Ensure that all key field staff have immediate access to personal computers, portable computers for the field, related hardware and software, and E-mail capabilities to access the OSWER information systems. (p. 6-7)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Initiate Procurement Requests for Equipment, Software, and Peripherals - 9/89
   - Begin first phase of procurement for On-Scene Coordinators (OSCs)/Remedial Project Managers (RPMs) within resource constraints in FY 89
2. Initiate Additional Procurement Requests for Equipment, Software, and Peripherals - 12/89
   - Begin second phase of procurement for OSC/RPMs
3. Establish Training Program - 12/89
   - Identify specific Regional training needs for OSC/RPMs and begin training to the Regional field staff

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 45.C.3

TITLE: Delegation and Exercise of Administrative Authorities

FULL TEXT: The Assistant Regional Administrators and Waste Management Division Directors should examine administrative authorities such as approval of travel authorizations and vouchers, acquisition or the lease of motor vehicles for site-specific work, purchase of necessary site equipment and property, approval of overtime, compensatory time, hazardous and stand-by duty pay and delegate them to the most appropriate and efficient level. (p. 6-8)

LEAD OFFICE: Region III

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Submit implementation plan for delegations - 4/90
   - Each Region evaluate individual delegations and policies as they pertain to the Waste Management Divisions

2. Issue delegations and revised policies for each Region - 9/90
   - Increase efficiency of support to RPMs/OSCs

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 46.A

TITLE: Contractor Dependency and Conflict-of-interest Avoidance

FULL TEXT: To protect the integrity of the program and to preserve the reputations of participating contractors who are to important to Superfund's success, EPA should begin immediately to develop guidance proceedings and award criteria to preclude firms from holding both policy and regulatory support contracts as well as response action contracts under the Superfund program. (p. 6-10)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Develop preliminary criteria - 10/89
   - Develop documentation to preclude response action contractors from holding both policy and response action contracts
2. Develop draft final criteria - 1/90
   - Utilize comments from internal EPA and industry to refine documentation and award criteria
3. Produce final award criteria - 5/90

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 46.B

TITLE: Contractor Disclosure of Potential Conflict-of-interest (COI)

FULL TEXT: Contractors currently involved in such arrangements [policy and regulatory support contracts and response action contracts] should be asked to make voluntary disclosures of potential conflict situations and to refrain from executing policy and regulatory analysis or guidance preparation on work they are also charged with carrying out in the field. (p. 6-10)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue letter to contractors - 12/89
   - Reiterate contractors' obligation to avoid COI in accepting assignments and to disclose potential conflicts

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 46.C

TITLE: Contractor Conflicts of Interest

FULL TEXT: Superfund program staff should also exercise appropriate care in issuing work assignments. (p. 6-10)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete standards for work assignment conflict of interest problems - 10/89
   - Create standards and criteria by which future work assignments will be judged for conflict of interest problems

2. Prepare and disseminate procedures for contractors to identify conflicsts of interest and for work assignments to adequately address potential conflicts - 2/90
   - Document and implement selected procedures

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 46.D

TITLE: Additional Conflict-of-Interest (COI) Procedures

FULL TEXT: EPA should immediately develop additional procedures for detecting and avoiding conflict. This should include issuing clear guidance to Superfund contractors on what constitutes a conflict-of-interest, and requiring a corporate executive to certify that no conflict-of-interest exists. (p. 6-10)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Draft interim EPA Acquisition Regulations rule - 12/89
   - Propose new contract clauses and guidance on what constitutes a COI
2. Issue new Guidance - 1/90
   - Provide Superfund contractors with clearer guidance
3. Publish interim EPA Acquisition Regulations change - 3/90
   - Promulgate new Superfund COI clauses for immediate use
4. Modify Superfund contracts - 8/90
   - Incorporate clauses required by interim regulations
5. Publish final EPA Acquisition Regulations change - 1/91
   - Mandate use of new clauses and guidance

FINAL COMPLETION DATE: 1/91

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 46.E

TITLE: Conflict-of-Interest (COI) Procurement Reviews

FULL TEXT: EPA should also send procurement review teams to examine Superfund contractors' conflict-of-interest prevention systems. (p. 6-10)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Report on survey findings - 1/90
   - Assess current Superfund industry practices
2. Establish minimum standard - 3/90
   - Define acceptable standard for Superfund contractors' COI avoidance system
3. Establish schedule for reviews - 4/90
   - Regular compliance reviews of Superfund contractors' systems
4. Begin COI avoidance reviews - 5/90

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 46.F

TITLE: Reduce Dependence on Contractors

FULL TEXT: To fully mitigate the serious perception problem that exists with regard to contractors assisting the program with policy and regulatory development, EPA should begin increasing in-house staff to reduce dependence on contractors. EPA staff should analyze which portions of the current contractor workload should be performed in-house and establish a timetable for phasing manageable portions of this work from contractor to EPA staff. (p. 6-10)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue document decision on selected strategy - 7/90
   - Documentation of senior management decision on appropriate strategy
2. Establish timetable for phased implementation - 8/90
   - A schedule to phase in implementation in accordance with schedule for hiring FTE and with award of new contracts or exercise of new options within contracts

FINAL COMPLETION DATE: 8/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 47

TITLE: National Communications Strategy

FULL TEXT: Develop and implement a national plan to inform the public at large about the Superfund program and its achievements. Seek help from the program's many constituencies in developing this plan and in carrying it out. (p. 7-4)

LEAD OFFICE: OCPA

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Publish and begin implementation of a national Superfund communications strategy - - 12/89

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 47.A

TITLE: Commitment to Communication

FULL TEXT: Reaffirm a commitment to communication that includes:
- involving the public as a legitimate partner;
- listening to public's specific concerns;
- being honest and open; and
- meeting the needs of the media. (p. 7-5)

LEAD OFFICE: OCPA

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue memo from Administrator to Regional Administrators - 10/89
   - Stress importance of Superfund communications and listening, both site-specifically and programmatically
2. Incorporate commitment to communication into existing performance standards for HQ Superfund managers - 10/89
   - Ensure HQ management accountability
3. Identify forums for discussion with media environmental reporters, newspaper editors, and radio/tv producers - 10/89
   - Provide opportunity to confer with major creators of public perception
4. Obtain introduction by Administrator to replace community relations video introduction by Lee Thomas - 12/89

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 47.B

TITLE: Timely and Accurate Dissemination of Information

FULL TEXT: Identify those who influence public opinion nationally and locally, including the media, elected officials, and public interest groups, and provide them with timely, accurate information. (p. 7-5)

LEAD OFFICE: OSWER

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Provide Superfund HQ staff with mailing list of key constituents of the national program - 8/89
   - Provide timely notification of national policy and management activities
2. Publish current information package for media and interested publics - 11/89
   - Provide up-to-date information on the Superfund program
3. Revise Communications Planning Process - 1/90
   - Ensure communications strategies are developed in line with a national plan
4. Modernize and make current the existing mechanism for mass distribution and availability of documents - 9/90
   - Define roles and procedures for development and distribution of documents

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 47.C

TITLE: Existing Communications Techniques and New Methods of Public Education

FULL TEXT: Evaluate existing communications techniques and public information materials to intended audiences and identify new methods for public education, including increased use of stand-alone approaches, such as videotapes, to describe general or actual Superfund site experiences. (p. 7-5)

LEAD OFFICES: OSWER

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Ensure Congressional 5-day courtesy notification period is initiated for work assignments for remedial construction contracts - 1/90
   - Reinforce partnership role with Congress
2. Convene a workshop of outside experts on communicating controversial, complex issues - 3/90
   - Gain ideas from successful efforts outside government

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 47.D

TITLE: Journalists Guide to Superfund

FULL TEXT: Work with reporters to develop a "Journalists Guide to Superfund" which would provide a national context for the program, describe steps in the process, identify points where public interest is high, and describe remedial technologies. (p. 7-5)

LEAD OFFICE: OCPA

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue "Journalists Guide to Superfund" - 1/90
   - Survey reporters and develop a reference guide

FINAL COMPLETION DATE: 1/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 47.E

TITLE: Superfund Jargon

FULL TEXT: Address language and definition problems in Superfund by eliminating jargon from our Superfund lexicon. This may be difficult, but the Agency needs to make the effort. (p. 7-5)

LEAD OFFICE: OSWER

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Provide in OSWER training course catalogue a HQ course on communicating clearly - 3/90
2. Use Superfund University Training Institutes and Superfund Academy to reinforce need to communicate clearly - 3/90
3. Issue matrix of alternative terms to use - 3/90

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 47.F

TITLE: Communication is Everyone's Responsibility

FULL TEXT: Make public education a Superfund priority for all front-line managers and staff. Specific actions include: provide appropriate communications assistance to Superfund staff and managers to make communications and outreach successful, provide communications skill training to all staff and managers, and reward communication successes in ways that serve as positive examples to all employees. (p. 7-7)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Provide Superfund staff with mailing list of key constituents of the national program - 8/89
   - Provide tools for outreach

2. Issue memo to Division Directors on Spot awards - 9/89
   - Reinforce use of spot awards for communications efforts

3. Provide HQ training in communications in OSWER Training Course Catalogue - 3/90
   - Develop needed communication tools

4. Fund Regionally developed training courses in community relations - 5/90
   - Provide support and National distribution of Regionally developed training courses

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 48

TITLE: Expanding Public Participation in National Program Oversight

FULL TEXT: At the national and/or Regional level, immediately convene a forum(s) representing varying perspectives on the program. The initial forum(s) should be designed to begin an ongoing dialogue with follow up sessions to address specific policy and/or implementation issues. The preparation of authoritative reports is not an explicit goal of this exercise. Dialogue and discussion among Superfund's diverse constituencies is the principal objective.

Use communication tools, such as focus groups or surveys, to assess our constituency groups' opinions of Superfund and use this information to more effectively involve these groups in oversight and decision making. (p. 7-6)

LEAD OFFICE: OSWER

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue memo from the Administrator to Regional Administrators stressing the importance of dialogue and encouraging them to convene forums - 10/89

2. Complete a series of initial forums to discuss Superfund issues - 11/89
   - Identify audience and issues; convene meeting with industry, environmental groups, trade associations, intergovernmental organizations and others

3. Convene an ongoing dialogue with senior policy officials from outside organizations - 11/89
   - Discuss policy and implementation issues with key external organizations

FINAL COMPLETION DATE: 11/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 49.A.1

TITLE: Environmental Results Indicators

FULL TEXT: By October 1, 1989 begin collection of data to report environmental results indicators for:

- the number of sites where exposure from air, surface water and/or ground water releases of hazardous substances have been controlled.
- progress towards meeting the human health and/or ecological goals at sites.
- the amount of hazardous materials treated or removed and area of material contained. (p. 7-11)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue Semi-Annual Report - 4/90
   - Summarize Superfund progress in environmental terms in short report
2. Issue Semi-Annual Report - 11/90
   - Reporting mechanism on-line; successful completion of project

FINAL COMPLETION DATE: 11/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 49.A.2

TITLE: Timeliness of Site Remediation

FULL TEXT: By October 1, 1989 begin collecting data to report:
- the timeliness of moving a site through the various stages of site remediation, measured against preestablished criteria.
- the extent of PRP's participation in the program. (p. 7-11)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue an integrated Fund/Enforcement timeline - 8/89
   - Document time goals for the various phases of Superfund remedial activities

2. Complete assessment of available information on PRP participation in Superfund cleanup activities - 10/89
   - Summarize available information on PRP participation in the program

3. Issue Reports - 1/90
   - Timeliness of Superfund remedial activities
   - PRP participation in the Superfund program

FINAL COMPLETION DATE: 1/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 49.A.3

TITLE: Additional Reporting Measures

FULL TEXT: Accelerate the development of additional measures for reporting:

- the types of technologies used to control and cleanup sites, including alternative and innovative technologies.
- additional environmental indicators for 1) the number of people protected from exposures to hazardous substances, and 2) changes in concentrations of contaminants at sites. (p. 7-11/12)

LEAD OFFICE: OPPE

IMPLEMENTATION PRODUCTS AND DUE DATES

1. Issue report on environmental data - 10/89
   - Analyze existing data on concentrations of contaminants for pilot Region(s)
2. Issue report on additional indicators - 4/90
   - Examine data on populations and technologies and evaluate need for additional concentration data
3. Complete development of data collection - 6/90
   - Recommend data collection and site monitoring for FY 91

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 50

TITLE: Internal Management Measures Review

FULL TEXT: Begin a process to review Superfund's internal management measures with an eye toward eliminating unnecessary or redundant reporting and focusing more directly on improving performance. Pilot test alternative approaches to increase Superfund performance and achieve environmental results. (p. 7-14)

LEAD OFFICE: OPPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete summary of existing management measures in Headquarters and Regional reporting systems - 1/90
   - Collect database information on all systems which collect Superfund data (SPMS, CERCLIS, etc), conduct Regional interviews, develop measures schematic (what information is required, what information is not)
   - Identify problem measures, missing measures, excessive or redundant measures

2. Issue Recommendations and Implementation Plan, if necessary - 5/90
   - Resolve remaining measures issues and address the development of pilot projects or alternative processes to implement final recommendations

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: E.1

SEE RECOMMENDATION: 30

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: E.2

TITLE: Long-Term Contractor Needs

FULL TEXT: Undertake an analysis of the long-term contract needs of the Superfund program to project how EPA will meet the workforce demands of the future using a combination of available technically competent contractors and in-house expertise to ascertain what in-house expertise EPA should build.

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue report on decisions made on long-term contracting strategy - 7/90
   - Document senior management decisions on a long-term contracting strategy
2. Complete timeline for phased implementation - 8/90
   - Prepare a schedule to phase in implementation of the long-term strategy in accordance with award of new contracts

FINAL COMPLETION DATE: 8/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: E.3

TITLE: Direct and Indirect Benefits of Superfund

FULL TEXT: Identify and communicate the direct and indirect benefits of the Superfund program beyond those associated with the remediation of sites listed on the National Priorities List.

LEAD OFFICE: OPPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete Final Report and communicate results - 5/90
   - Report describes direct and indirect benefits
   - Implement plan to communicate direct and indirect benefits

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: F.1

TITLE: Deadline Compliance

FULL TEXT: Follow up on deadline compliance: Share with Congress and public more routinely deadline compliance information; prepare "regular periodic report" on compliance.

LEAD OFFICE: OPPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete development of criteria for Periodic Report - 10/89
   - Decide whether existing reports and systems are appropriate and adequate for use as reports to Congress on deadline compliance

2. Issue Periodic Report - 12/89
   - Modifify existing reports/systems, if necessary
   - Begin periodic report to Congress

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: F.2

TITLE: Health Assessments

FULL TEXT: In terms of systematic analysis of the health consequences of the sites, it is something we did not really address in this management review and perhaps ought to be a major charge to what we do in the future.

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete solicitation of commitment from ATSDR agreeing to provide report - 9/89
2. Issue report provided by ATSDR - 3/90

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: F.3

SEE RECOMMENDATION: 44.A.4

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: F.4

TITLE: Reprogram Funds

FULL TEXT: Reprogram funds in Superfund to support more employees for enforcement, policy/regulatory analysis, community relations, and site management.

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Provide Regions with immediate authority to hire - 7/89
   - Reprogram funding to support limited hiring in FY 89
2. Reprogram funding to support 500 additional FTE - 10/89
   - Obtain Congressional approvals

FINAL COMPLETION DATE: 10/89

PB90-153883

Management Review of the Superfund Program: Implementation Plan

(U.S.) Environmental Protection Agency, Washington, DC

21 Sep 89

U.S. Department of Commerce
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Abstract: The Superfund 90-Day Study set forth a comprehensive long-term strategy for the Superfund Program. The basic elements of the strategy are to: Control acute threats immediately; Deal with the worst sites and worst problems first; Carefully monitor and maintain sites over the long term; Emphasize enforcement to induce private-party cleanup; Seek new technologies for more effective cleanup; Improve the efficiency of program operations; and Encourage full participation by communities.

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September 1989

Superfund

EPA

A Management Review of the Superfund Program

Implementation Plan

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Implementation Plan

Office of Emergency and Remedial Response
U.S. Environmental Protection Agency
Washington, DC 20460

1.a

PROLOGUE

Over the past several months, key managers and staff in EPA Headquarters and Regions and the States have taken significant steps to develop a comprehensive plan to implement the recommendations from **A Management Review of the Superfund Program** (the Superfund 90-Day Study).

We are pleased to provide the results of this effort. It should be clear at the outset that this Plan is a working document, designed as a tool to help further the ultimate aims of the Study. Therefore, it will be subject to periodic review and correction.

This Prologue does five things. It:

- *reviews the relationship between the 90-Day Study and this Implementation Plan*
- *describes what the Implementation Plan contains*
- *reviews how, and by whom, the Plan was developed, may be modified, and progress will be monitored*
- *describes the relationship of the Plan to Government- and Agency-wide management initiatives*
- *discusses accomplishments to date in furthering the objectives of the 90-Day Study.*

September 21, 1989

THE 90-DAY STUDY AND THIS PLAN

The Superfund 90-Day Study set forth a comprehensive long-term strategy for the Superfund Program. The basic elements of the strategy are to:

- ☐ Control acute threats immediately;
- ☐ Deal with the worst sites and worst problems first;
- ☐ Carefully monitor and maintain sites over the long term;
- ☐ Emphasize enforcement to induce private-party cleanup;
- ☐ Seek new technologies for more effective cleanup;
- ☐ Improve the efficiency of program operations; and
- ☐ Encourage full participation by communities.

Immediate Actions in the Regions

The 90-Day Study articulates a clear and straightforward vision for the Superfund Program which has received broad acceptance within the Agency and outside. At a fundamental level, when the Administrator endorsed the key elements of the 90-Day Study, he set clear direction for the staff. *These elements are even now guiding countless actions by EPA and State On-Scene Coordinators, Remedial Project Managers, and others in the field, and will continue to do so as implementation proceeds.* For example, Regions are well along in assessing NPL sites for immediate threats and all removal actions necessary to abate such threats will be underway within the year. The recommendation to issue more unilateral enforcement orders has prompted additional Regional activity, and 21 such orders already issued this year have stimulated over $150 million in remedial work.

Headquarters Support

This Plan describes and assigns responsibility for numerous actions by EPA Headquarters components to *empower* the field staff to carry out the strategy more certainly and consistently. The kinds of activities included in this Plan are the traditional services of a Headquarters to its Regions. These include: delivery of research results on new technical approaches, along with development of policy guidance and provision of institutional support for field decisionmakers. But very few of them are a *precondition* for Regional or State action to pursue clean-ups consistent with the philosophy of the Study.

Nor will accomplishing the important tasks outlined here suffice to realize the vision of Superfund advanced in the 90-Day Study. These tasks are only one component, albeit a key component, of an overall management framework for the program. Other elements of this framework include completion of revisions to the National Contingency Plan, the regulatory roadmap for the program, as well as Government- and Agency-wide planning, budgeting and management initiatives. The Plan is consistent with and complemented by the Agency's new Strategic Planning and Budgeting Process, as well as the recommendations of the Task Force on Management Systems.

For ease of reference, the Plan also includes a number of additional actions which, though not prompted by the 90-Day Study, program managers feel are important to improving overall program performance.

The Implementation Plan was drafted assuming full funding as requested in the President's FY 90 budget. Some changes may be necessary based on final Congressional action. For example, certain actions may be delayed or phased over time and lack of full funding will have an impact on the Superfund enforcement program.

HOW THE PLAN WAS DEVELOPED AND WILL BE MONITORED

In keeping with the spirit of the 90-Day Study, the Implementation Plan was developed through an open process. EPA managers and staff met with State representatives, environmental groups, Congressional staff, the General Accounting Office, and the contractor community, among others. Their concerns have been carefully considered and the Plan has been modified where appropriate.

Regional representatives and Headquarters offices whose missions would ordinarily support the Regions identified actions they should take in implementing 90-Day Study recommendations and timeframes for those actions. The proposed actions were then reviewed by a management committee which included Assistant Administrators of four offices (OSWER, OECM, OARM, & ORD) as well as senior representatives of OPPE, OGC and the Regions. The committee recommended adjustments to some of the actions to accelerate them, identify improved sequencing among related actions, suggest consolidation, etc.

The Deputy Administrator met with this committee and discussed the proposed actions. At his suggestion, this management committee will convene frequently in the next several months to monitor progress and consider any adjustments based on experience in early implementation.

State Role

The States play a crucial role in implementing the Superfund program and have been deeply involved in this Plan. A high-level policy group among EPA and State Environmental Commissioners and Waste Program Directors is dealing with the broader Superfund policy issues. This group will meet bimonthly to ensure that progress is made on the important policy issues to be resolved. State representatives have also participated in a number of working groups formed to develop and implement the recommendations from the 90-Day Study. These groups will continue to meet over the coming months as the Plan is implemented. Of course, many of the tasks address activities or products that States with Superfund programs will use. EPA can learn from many of the States' experiences.

WHAT THE PLAN CONTAINS

The Implementation Plan comprises 120 tasks, with almost 90% expected to be completed during FY 90. In fact, by next June, well over half (72) of the tasks will be completed. For each activity, the lead and support offices as well as specific deadlines, are identified.

The Agency has made a special effort to review the recommendations from the May 1989 Lautenberg-Durenberger Report on Superfund Implementation: Cleaning Up the Nation's Cleanup Program. Many of the recommendations in that Report are similar to those already covered in this Implementation Plan, and others are being dealt with in the National Contingency Plan.

EPA has already made substantial progress in addressing some of the Lautenberg-Durenberger Report issues. For example, the suggested analysis of treatment remedies used by Enforcement and the Fund has progressed and is expected to be completed by early next year. A section will be included in the Implementation Plan to ensure that these activities are also carefully considered and, where appropriate, monitored and tracked through completion. Workplans for the Lautenberg-Durenberger Report will be completed by October 23, 1989.

RELATIONSHIP TO GOVERNMENT-WIDE AND AGENCY-WIDE MANAGEMENT INITIATIVES

The development of this Plan coincides with other important management initiatives.

President Bush's Management by Objectives System

On July 26, 1989, President Bush instituted a "management-by-objectives" system. The objectives for EPA aim at reinvigorating the Superfund program. The MBO contains operational milestones which translate several of the 90-Day Study's strategy elements into specific commitments:

- hire 500 new staff by September 30, 1990;
- have responsible parties undertake remedial projects at 50 percent of sites by September 30, 1990 [Emphasize Enforcement to Induce Private Party Cleanup];
- take immediate removal actions at all National Priorities List sites where assessments indicate need by September 30, 1990 [Make Sites Safer -- Control Acute Threats Immediately]; and,
- recover $300 million per year from responsible parties by the end of fiscal year 1993 [Emphasize Enforcement to Induce Private Party Cleanup].

Achieving these milestones will be furthered by several of the tasks already outlined in the Implementation Plan. These were added to the Plan as separate action items.

EPA Management Systems

In late March, Administrator Reilly outlined his concept of an improved EPA strategic planning process in which four-year goals for risk reduction would be established and the Agency's budget process would be linked closely to these plans and goals. At a conceptual level, the 90-Day Study -- with its longer-term vision for the program and choices among the strategies by which the vision can be realized -- is a "strategic plan" for Superfund. The 90-Day Study will be a key resource as OSWER works with Regions and others to develop a Strategic Plan as requested by the Administrator.

In mid-August, the Deputy Administrator received recommendations from a Task Force he commissioned to recommend improvements to the Agency-wide management systems (principally the Strategic Planning and Management System, or SPMS, and the Action Tracking System, or ATS).

The Task Force has recommended a number of adjustments to these systems. The Task Force found that, Agency-wide, the emphasis on producing readily measured program activity needs to be brought into better balance with mechanisms which can better gauge the *quality* of the "outputs," create additional *regional flexibility*, and encourage *continuous improvement* to work and work products. Several of the Task Force recommendations are very similar to those described in Chapter 7 of the 90-Day Study [recommendations, pp. 7-13] In addition, the Management Systems Task Force also strongly encourages the development of environmental measures for program progress throughout EPA, and the 90-Day Study addresses this need in the Superfund context [recommendations, pp. 7-11].

Periodic narrative reports from the involved Assistant Administrators, and all Regional Administrators, as recommended by the Management Systems Task Force, will be an additional vehicle to elicit the insights of these key managers on Superfund performance and assure realization of the tasks in this Implementation Plan. The first of these reports is scheduled for mid-November.

PROGRESS TO DATE

Our commitment to bring about a new culture in the Superfund program and to make the necessary changes quickly is evidenced by many actions already initiated or completed. As the Study recognized, a number of these initiatives were already underway when the Study was released.

Strengthening Enforcement and Maximizing Responsible Party Work at Superfund Sites

Regions are already implementing the recommendation to issue more unilateral orders for remedial action. Twenty-one such orders have been issued this fiscal year, a major increase over last year's entire production and more are expected by the end of this fiscal year. These orders are resulting in the conduct of approximately $150 million worth of remedial work by potentially responsible parties.

In July 1989, a strategy was issued for further increasing the use of unilateral administrative orders for remedial design and remedial actions this fiscal year. Development of a strategy for continuing this progress has begun and ambitious targets for FY 1990 are already in place.

In the area of settlements for remedial design/remedial action, EPA is ahead of the FY 1988 pace with 33 consent decrees referred to date to the Department of Justice for filing. These settlements represent over $400 million dollars in remedial work.

In June of this year, the Agency adjusted resources to insure proper regional support for responsible party removal initiation and oversight. Resources were also adjusted to support the necessary mix of skills for case management.

Arbitration Regulations for Small Cost Recovery Claims were issued on June 30, 1989. This new mechanism will provide an opportunity for improved efficiency as part of EPA's efforts to cast a wider cost recovery "net," particularly for removal actions.

Accelerating and Improving Remedial Actions

Immediately following the 90-Day Study, the Regions began conducting environmental and public health assessments at each National Priorities List site. These assessments are well underway and will be completed by December 1989. All removal actions necessary to abate immediate threats at NPL sites will be taken by September 1990.

Construction projects for FY 1990 have already been ranked by environmental priority to implement the "worst sites first" initiative. In addition, much work is already underway to encourage expedited approaches to clean-up including early action on operable units, use of removal contractors, and use of removal authority for certain remedial responses.

To promote consistency in decisions, certain prototype RI/FS's and models for selection of remedy are being prepared, and data bases containing information on prior decisions are being expanded and improved. Peer review and more explicit guidance on remedy selection criteria and on use of treatment technologies are also well underway. "Short sheets," or concise guidance documents now being distributed to the Regions, are aiding Regions in resolving complex issues such as Applicable or Relevant and Appropriate Requirements (ARARs), land disposal restrictions, contaminated groundwater, etc. Infrastructure improvements for document distribution and support services are already making field work more manageable.

Bringing Innovative Technologies to Bear

The Office of Research and Development (ORD) has taken immediate steps to set up the Superfund Technology Assistance Response Team (START) and the Treatability Assistance Program. In both cases, initial teams are already in place to operate on an interim basis to support the Regions, while the full programs are organized and staffed. A permanent organizational plan for both programs is complete. Rapid staffing will be accomplished through reassignment of existing personnel.

An information clearinghouse for performance data on treatment technologies has also been set up and pilot tested. The clearinghouse, called the Alternate Treatment Technology Information Center (ATTIC), is a computer based, key word searchable data base that will contain data and abstracts from EPA treatability studies, demonstration and remedial actions, as well as State activities. ATTIC is now accessible through telephone reference. The data base will be further expanded and made available through on-line computer access in the coming months.

Similarly, ORD is making rapid progress to expand technology transfer activities. For example, a series of ten nationwide workshops on immobilization technology is now underway.

Finally, ORD has begun its development of the National Environmental Technology Applications Cooperation (NETAC) to support the commercialization of new technologies. This joint venture of EPA, the University of Pittsburgh Trust, and industry has been formally established, and a high level EPA Steering Committee has been formed.

An Aggressive Program of Community Involvement

The Agency is on track to issue the Revised Interim Final Rule for Technical Assistance Grants this Fall. The rule will address barriers to community use of TAG grants such as the requirements for matching funds and limitations on credit for in-kind services. Further changes to the National Contingency Plan, to be promulgated in February 1990, will assure enhanced community involvement in decisionmaking, as will training for EPA staff and other efforts to improve communication with the public.

Freeing Up the Skills and Tools to do the Job

By this time next year, 500 new staff will be at work on Superfund. In addition to more Regional Project Managers and On-Scene Coordinators, Regions will hire more attorneys, community relations specialists, technical support and administrative staff. The Regions have jump-started this process with an early directive to begin hiring 285 staff immediately. The Agency has already built the remaining 215 into the FY 90 operating plan.

Headquarters will bring talent to bear in the field to assist Regions through on-site visits, training, and oversight.

On August 31, 1989, EPA issued preliminary guidance covering contractor dependency and conflict-of-interest avoidance. This will address the concern that firms be precluded from holding both policy and response action contracts under Superfund.

Communicating Progress to the Public

By October 1, 1989, Superfund will begin collecting data on environmental indicators which will help to show the progress being made to protect public health and the environment through this program. Communication forums to inform the public on program progress at all levels are being scheduled for the first quarter of the fiscal year. In the near term, the Agency will be routinely engaged in dialogue with Congressional staff, not only on specifically requested deadline compliance information, but also on reporting progress with the Implementation Plan.

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The foregoing actions illustrate the point made at the outset of this document. *Realizing progress towards an improved Superfund Program does not and* **has not** *awaited the development of this Implementation Plan, and future actions will not be confined to the specific actions contained in this Plan.* Nevertheless, these actions should provide further impetus and direction to the momentum already developing in the Program. Those who developed it are committed to achieving it, and through their actions enabling the Regions and other implementers to fulfill appropriate Program expectations. The Plan, together with the NCP and government- and EPA-wide management initiatives, will serve as an organizing framework for the Superfund program.

September 21, 1989
OFFICE-LEVEL MASTER

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER I: Meeting the Public's Expectations: A Clear Strategy for Superfund		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
	1. Make first priority to get into field early to abate immediate threats to human health and environment (p. 1-9)	
OSWER	A. Conduct removal assessment for all unassessed sites on the NPL (p. 1-10)	
OSWER	B. Initiate earliest remedial work to address worst sites, worst problems first (p. 1-10)	
OSWER	2. Conduct review of all sites where hazardous substances remain on site at least every five years; correct any problems that arise where monitoring indicates further response is necessary; report annually the results of all five-year reviews; modify policy to ensure at least one five-year review for sites where hazardous substances remain, before deletion from NPL; monitor and maintain sites over the long-term to ensure sites are fully protective (p. 1-11)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II: Strengthening Enforcement and Maximizing Responsible Party Work At Superfund Sites

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	3. Increase use of unilateral administrative orders (AOs), particularly for RD/RA (p. 2-6)	
OSWER	A. Issue orders routinely to PRPs who are legally liable and financially viable if settlement isn't reached (p. 2-6)	
OSWER	B. Pursue cost recovery action under §107 and seek treble damages if Fund is used (p. 2-6)	
OECM	C. Take prompt enforcement action against viable and liable recalcitrants via §106 AO, §106 judicial action or §107 cost recovery (p. 2-6)	
OECM	D. Establish incentives to encourage PRPs to settle; disincentives for those who don't (p. 2-6)	
OSWER	E. Issue AO or provide justification not to issue AO before undertaking Fund-financed response; maintain Regional flexibility to determine if Fund-financed response or judicial enforcement should be pursued; require Regions to consult HQ when PRPs do not comply with AO; consider importance of judicial enforcement as a credible threat and availablility of funds in determining to enforce AO (p. 2-8)	

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
	4. Encourage use of settlement tools while maintaining environmental goals (p. 2-12)	
OSWER	A. Provide training on use of tools, emphasizing Regional information transfer (p. 2-12)	
OSWER	B. Develop incentive system (e.g., more FTE or contract $) for Regions to use tools (p. 2-12)	
OSWER	C. Establish goals for use of de minimis and mixed funding authorities (p. 2-12)	
OSWER	D. Encourage or compel viable PRPs to conduct response action at all sites before using the Fund, except in emergencies (p. 2-12)	
OSWER	5. Establish an integrated enforcement and response program; establish a single, integrated timeline for both enforcement and Fund-financed activities; establish deadlines for negotiation completion and follow-up actions; require timelines to serve as benchmarks for assessing progress and basis for case management planning (p. 2-15)	
	6. Enforcement Support	
OSWER	A. Ensure appropriate skill mix for case management (p. 2-16)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OARM	B. Encourage creation of specialized Regional units for enforcement support (e.g., PRP search, PRP information exchange coordination) (p. 2-16)	
OECM	7. Develop specific goals and timelines to improve enforcement of information requests; use AOs and judicial referrals to compel answers and secure civil or criminal sanctions; increase use of administrative subpeona authority under §122(e) (p. 2-18)	
OSWER	8. Prepare directive emphasizing importance of releasing information quickly and develop guidance, data bases and other resources (p. 2-19)	
OSWER	9. Expand oversight of private party RI/FSs; reduce workload of RPMs who oversee RI/FSs (p. 2-21)	
OSWER	10. Maximize Regional flexibility in shifting funds among sites, within Congressional constraints and notification requirements; apply additional available resources due to settlement to other high priority sites; move resources among categories of activities (e.g., RD, PRP oversight) (p. 2-22)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER/OARM	11. Strengthen methods for identifying and documenting costs; initiate rulemaking to identify the types of costs to be pursued, documents to prove government costs and documents made available to PRPs (p. 2-25)	
OSWER	12. Undertake a study to identify ambitious and realistic goals for cost recovery and communicate goals to public and Congress (p. 2-26)	
OSWER	13. Improve approach to cost recovery for removals, including use of Alternative Disputes Resolution, threat of litigation, and increased effort for future PRP removals (p. 2-27)	
OECM	14. Convene top-level conference of EPA and DOJ to ensure consensus on goals and procedures for addressing settlement and litigation issues (p. 2-30)	
OSWER	15. Establish, in consultation with DOJ, a single timeline for enforcement and remedial process (see 5A) (p. 2-30)	
OSWER	16. Institute a case or site management planning process in each Region, including coordination functions at critical stages in the enforcement process (p. 2-30)	
	17. Enforcement Program Organization	
OARM/OPPE/OSWER	A. Study organization of enforcement program to evaluate need for reorganization at HQ. Address relationships between OWPE and OECM; and over- lapping responsibilities among OECM, OGC, Regional Counsel, and DOJ (p. 2-31)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER II (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER	B. Assess consolidation of OWPE and OERR budget functions (p. 2-31)	
OARM/OPPE	C. Assess implementation of existing enforcement delegations (questions of overlapping responsibility) (p. 2-31)	
OPPE/OARM	D. Assess waivers of HQ concurrence on referrals to DOJ (p. 2-31)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER III: Accelerating and Improving Remedial Action

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	18. Administrator should communicate program goals to (p. 3-5):	
OSWER	A. Managers and staff and reinforce that primary mission is to take responsible action at sites as rapidly as possible (p. 3-5)	
OSWER	B. AG and other Federal agencies, State agencies, natural resource trustees, and ATSDR and secure their commitment towards its implementation (p. 3-5)	
OSWER	19. Hold EPA line managers accountable for managing program in accordance with primary mission and track performance (p. 3-6)	
OARM	20. Develop formal/informal mechanisms to reward innovation, risk-taking and decisive action (p. 3-6)	
Region III	21. Take steps to reduce RPM workload including expanding workforce, modifying expected accomplishments, and providing additional support (p. 3-13)	
OSWER	22. Encourage expedited cleanup approaches (e.g., use of operable units, removal contractors); monitor use of such approaches and take steps to remove identified barriers (p. 3-13)	
OSWER	23. Develop prototype RI/FS and remedy selection models for recurring types of sites; identify other prototypes (p. 3-13)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER III (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER	24. Emphasize existing policy to all managers and contractors of quickly narrowing remedial alternatives to those with obvious applicability (p. 3-14)	
	25. Promote consistency in remedy selection and emphasize statutory preference for permanent remedies, compliance with statutory mandates, and appropriate consideration of data (p. 3-19)	
OSWER	A. Provide feedback on proposed remedy selection decisions by allowing adequate review time (p. 3-19)	
OSWER	B. Examine Regional remedy selection decisions from a national perspective by conducting regular reviews and communicating results (p. 3-19)	
OSWER	C. Keep ROD data base updated (p. 3-19)	
OSWER	D. Train RPMs on ROD data base use, to ensure access to information on previous remedy selection decisions (p. 3-19)	
Region II	E. Establish peer review processes for draft proposed plans and RODs (p. 3-20)	
OSWER	F. Require RPMs to consult ROD data base before making remedy selection recommendations; require rationale for any differences (p. 3-20)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER III (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OSWER	26. Minimize uncertainty and confusion regarding ARARs. Resolve outstanding questions about applicability or relevance and appropriateness of Federal standards, especially RCRA . Ensure that Regions participate in ARAR issue resolution and that results are communicated (p. 3-20)	
	27. Strengthen role and effectiveness of Regional Coordinators (RCs) (p. 3-22)	
OSWER	A. Upgrade RC positions (p 3-22)	
OSWER	B. Assign experienced staff to RCs, and ensure that they have sufficient time to be responsive (p. 3-22)	
OSWER	C. Direct technical/procedural questions to OERR RCs and legal/enforcement questions to OWPE RCs (p. 3-22)	
OSWER	D. Consider merger of two (p. 3-22)	
OSWER	E. Publicize within EPA existence/role of RCs and encourage their use (p. 3-22)	
	28. Enable RPM to identify and use EPA's technical support services (p. 3-24)	
OSWER	A. Prepare, publish, distribute and maintain directory of technical support services (p. 3-24)	
OSWER	B. Ensure RPMs can use appropriate automated data bases and have access to appropriate computer configurations (p. 3-24)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER III (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	29. Lay ground work for effective long-term management of technical support services (p. 3-25)	
OSWER	A. Designate group to manage Agency-wide RPM support services (p. 3-25)	
OSWER	B. Direct group to develop and implement a master plan to assess and meet RPM needs (p. 3-25)	
OSWER	30. Resolve policy issue of long-term State role in Superfund; develop short- and long-term strategies with States to enhance State capability and performance, and foster State remedial role at non-NPL sites (p. 3-27)	
	31. Facilitate Regional access to and use of program guidance (p. 3-29)	
OSWER	A. Continue to develop "short sheets" and solicit suggestions for additional "short sheets" (p. 3-29)	
OSWER	B. Designate single official in each office to oversee planning and development of guidance and prevent overlap (p. 3-29)	
OSWER	C. Establish procedures to ensure guidance is timely and is systematically distributed (p. 3-29)	
OECM/OGC	D. Explain how to distinguish between prescriptive and advisory elements in guidance (p. 3-29)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER IV: Bring Innovative Technologies to Bear on Pollution at Superfund Sites to Strengthen Remedy Selection

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	32. Establish clear guidance for use of treatment technologies (p. 4-5)	
OSWER	A. Review and revise, as necessary, policies and guidance to emphasize use of treatment technologies in both early mitigation and full cleanup (p. 4-5)	
OSWER	B. Designate "Technology Czar" to work with other offices in removing barriers to use of treatment technologies (p. 4-6)	
OSWER	33. Work with Regions to provide national consistency on procedures for selection of treatment technologies (p. 4-6)	
OSWER	34. Remove regulatory and policy barriers to use of treatment technologies; evaluate impact of RCRA land ban and other rules to identify technologies that may be precluded; explore ways to apply rules that preserve intent/spirit without restricting viable treatment approaches (p. 4-9)	
OSWER	35. Develop guidance that balances goal of advancing innovative technologies against the need to minimize cost recovery challenges (p. 4-9)	
	36. Remove barrier to procurement of treatment technologies (p. 4-10)	
OARM	A. Evaluate provisions of FAR to determine procurement constraints (p. 4-10)	

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SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER IV (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OARM	B. Develop procedures for greater flexibility in treatment studies and definition of "proprietary" technologies (p. 4-10)	
	37. Provide technical assistance to Regions for evaluating treatment technologies (p. 4-12)	
ORD	A. Establish nationwide technology support teams to provide on-site technical advice to RPMs (p. 4-12)	
ORD	B. Identify, through support teams, specific technologies to respond to generic site situations (p. 4-12)	
	38. Conduct treatability tests of alternative remedial technologies (p. 4-14)	
ORD	A. Establish treatability assistance program to perform tests, develop protocols, and maintain data base of test results (p. 4-14)	
OSWER	B. Develop guidance to ensure treatability tests are emphasized and to explain how tests should be used (p. 4-14)	
	39. Disseminate technical information on treatment technologies (p. 4-16)	
ORD	A. Establish information clearinghouse on evaluations of technology performance, including computerized data base (p. 4-16)	
ORD	B. Continue/expand current technology-transfer activities (p. 4-16)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER IV (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	40. Develop, demonstrate and evaluate new and innovative treatment technologies (p. 4-19)	
	A. Expand SITE program to demonstrate/evaluate more technologies and provide rapid dissemination of results (p. 4-19)	
ORD	1. Evaluate performance/cost of technologies being used at sites (p. 4-19)	
ORD	2. Conduct additional demonstrations (p. 4-19)	
ORD	3. Support development of emerging lab and pilot scale technologies (p. 4-19)	
ORD	4. Establish a fully permitted and licensed test and evaluation center (p. 4-19)	
ORD	5. Evaluate combinations of technologies in addition to individual technologies (p. 4-19)	
ORD	6. Provide rapid reporting of demonstration results (p. 4-19)	
ORD	7. Suggest new ways to eliminate internal barriers to new technologies (p. 4-20)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER IV (continued)		
IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
ORD	41. Expand research to develop new treatment technology; expand in-house and university research programs in targeted areas; convene advisory group of industry/academia to develop priority areas for expanded research; conduct/support research in areas where limited private sector involvement (p. 4-21)	
ORD	42. Reduce institutional barriers to commercialization of innovative treatment technologies; support and emphasize full and rapid implementation of the National Environmental Technology Applications Cooperation (p. 4-22)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER V: An Aggressive Program of Community Involvement

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	43. Expand public's role in an "enforcement first" program and maintain consistent communication (p. 5-7)	
OSWER/Region III	A. Support increased citizen involvement in decisionmaking and dedicate necessary resources; accept occasional delays as a result of increased involvement (p. 5-7)	
OSWER/Region III	B. Listen to citizens, deal with their concerns, and change planned actions where merited (p. 5-7)	
OSWER/Region III	C. Allow adequate time for public comment (p. 5-7)	
OSWER/Region III	D. Establish discretionary fund for additional work to respond to citizen concerns (p. 5-7)	
OSWER/Region III	E. Provide clear explanations of the basis of decisions and incorporate into Responsiveness Summary (p. 5-7)	
OSWER/Region III	F. Plan for citizen involvement at each stage of the process (timeline) (p. 5-8)	
OSWER/Region III	G. Discuss site findings/decisions as they are developed (p. 5-8)	
OSWER/Region III	H. Make documents available throughout process, not just during comment period (p. 5-8)	
OSWER/Region III	I. Increase number of site managers and CR staff (p. 5-11)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER V (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OSWER/Region III	J. Establish communication as high priority for staff (p. 5-11)	
OSWER/Region III	K. Experiment with use of Senior Environmental Employees (p. 5-11)	
OSWER/Region III	L. Consider use of State/local officials to represent EPA at sites (p. 5-11)	
OSWER/Region III	M. Preserve continuity of staff assignments as much as possible (p. 5-12)	
OSWER/Region III	N. Educate new staff about site history and community involvement/concerns (p. 5-12)	
OSWER/Region III	O. Communicate staff changes to community (p. 5-12)	
OSWER/Region III	P. Train staff in communications (p. 5-12)	
OSWER/Region III	Q. Be more aggressive in supplying information to citizens and their technical advisors (p. 5-14)	
OSWER/Region III	R. Ensure access to information by establishing convenient repositories, reviewing and releasing documents quickly, placing documents in Record/ repository quickly, and notifying citizens of availability of information (p. 5-14)	
OSWER/Region III	S. Require PRPs and EPA contractors to write clear summaries of complex technical documents; provide summaries directly to citizens (p. 5-14)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER V (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OSWER/Region III	T. Identify ways to bring citizens into technical discussions early (p. 5-15)	
OSWER/Region III	U. Encourage PRPs to provide grants to communities for technical assistance (p. 5-15)	
OSWER/Region III	V. Provide information/advice on use of such grants (p. 5-15)	
	44. Simplify Technical Assistance Grants (TAGs) (p. 5-22)	
	A. Support reform of TAGs program to eliminate barriers to their use (p. 5-22)	
OSWER	1. Reduce match requirement to 20% (p. 5-22)	
OSWER	2. Eliminate 15% cap on administrative in-kind services (p. 5-22)	
OSWER	3. Modify reincorporation requirements (p. 5-22)	
OSWER	4. Simplify application process and procurement requirements (p. 5-22)	
OSWER	5. Establish guidelines for grant renewal (p. 5-22)	
OSWER	6. Encourage citizen groups to apply by reducing red tape (p. 5-22)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VI: Management and Administration: Freeing Up The Skills and Tools To Do The Job

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	45. Attract, retain and train key field staff (p. 6-3)	
	A. Take immediate steps to offer competitive compensation/incentive package to key Superfund frontline personnel (p. 6-3)	
OARM	1. Raise full performance level of OSCs/RPMs to GS-13 (p. 6-3)	
OARM	2. Investigate potential promotion of Regional attorneys to GS-14 (p. 6-3)	
OARM	3. Pursue with Congress, OPM and OMB more competitive salaries, accelerated promotion process, flexible leave and work policies, award bonuses for retention, specialized training for additional government service, and early retirement rights (p. 6-3)	
	B. Train staff for technical competence (p. 6-5)	
OSWER	1. Implement mandatory training requirements for field staff at all levels (p. 6-5)	
OSWER	2. Implement pilots in all Regions to encourage staff to perform RI/FSs in-house; reward outstanding achievement (p. 6-5)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VI (continued)

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
	C. Provide field staff with adequate administrative support (p. 6-7)	
Region III/OARM	1. Develop format for assigning certain administrative tasks to appropriate Regional management and waste management divisions; formalize in MOU; extend to ESDs and Regional Counsel if successful (p. 6-7)	
OARM	2. Ensure immediate access to OSWER information systems by field personnel (p. 6-7)	
Region III/OARM	3. Delegate administrative authorities (e.g., travel authorization, equipment purchase, overtime approval) to appropriate and efficient level (p. 6-8)	
	46. Reduce Agency dependence on contractors and avoid conflict of interest (COI) (p. 6-10)	
OARM	A. Develop guidance and award criteria to preclude firms from holding both policy/regulatory support contracts and response action contracts (p. 6-10)	
OARM	B. Require contractors holding both contracts to disclose potential COI (p. 6-10)	
OSWER/OARM	C. Exercise appropriate care in issuing work assignments to avoid COI (p. 6-10)	
OARM	D. Develop additional procedures for detecting/avoiding COI (p. 6-10)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VI (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OARM	E. Conduct procurement reviews of contractor COI prevention systems (p. 6-10)	
OSWER	F. Increase in-house staff to reduce dependence on contractors (p. 6-10)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VII: Accounting for Achievement: Communicating Progress to the Public

IMPLEMENTATION LEAD	RECOMMENDATION	COMMENT
OCPA	47. Develop and implement national plan (communication strategies) to inform public about program and its achievements (p. 7-4)	
OCPA	A. Reaffirm commitment to communication (p. 7-5)	
OSWER	B. Identify those who influence public opinion and provide them with accurate/timely information (p. 7-5)	
OSWER	C. Evaluate existing communications techniques and identify new methods of public education (p. 7-5)	
OCPA	D. Work with reporters to develop a "Journalists' Guide to Superfund" (p. 7-5)	
OSWER	E. Address language and definition problems in Superfund and eliminate jargon (p. 7-5)	
OSWER	F. Emphasize communication as everyone's responsibility; provide appropriate communications assistance to staff/managers; provide communication skills training to all staff/managers; reward communication successes (p. 7-7)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

CHAPTER VII (continued)		
IMPLEMENTATION LEAD	**RECOMMENDATION**	**COMMENT**
OSWER	48. Expand public participation in national program oversight. Convene a forum, representing various perspectives, designed to begin an ongoing dialogue. Use focus groups or surveys to assess constituency group opinion and use information to involve groups in oversight/decisionmaking (p. 7-6)	
	49. Measure Superfund progress (p. 7-11)	
	A. Accelerate improvements to existing measures (p. 7-11)	
OSWER	1. Begin collecting data on environmental results indicators by 10/1/89 (p. 7-11)	
OSWER	2. Begin collecting data on timeliness of site remediation and extent of PRP participation in program by 10/1/89 (p. 7-11)	
OPPE	3. Accelerate development of additional reporting measures (e.g., types of technologies and additional environmental indicators) (p. 7-11)	
OPPE	50. Achieve incentives for efficiency and results; review internal management measures to eliminate unnecessary/redundant reporting; pilot test alternative approaches (p. 7-14)	

A MANAGEMENT REVIEW OF THE SUPERFUND PROGRAM

SUMMARY OF RECOMMENDATIONS BY CHAPTER

EPILOGUE			
OSWER	E.1	Re-examine roles of State and Federal entities; convene conference to discuss	
OARM/OSWER	E.2	Analyze long-term need for contractor support	
OPPE/OSWER	E.3	Identify ways to measure and communicate direct/indirect benefits of program beyond remediation of NPL sites	

ADDITIONAL FOLLOW-UP ITEMS RESULTING FROM JUNE 15, 1989 HEARING

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OPPE	F.1 Follow up on deadline compliance • Share with Congress and public more routinely deadline compliance information • Prepare "regular periodic report" on compliance	
OSWER	F.2 Report status of systematic analysis of health assessments	
OSWER	F.3 Address revamping TAG application process to give more weight then RDC recommendation of considering health effects from site contamination that may have been suffered by TAG applicants.	
OSWER	F.4 Reprogram funds in Superfund budget for more employees for enforcement, policy/regulatory analysis, community relations and site management.	

OUTSTANDING FOLLOW-UP ITEMS FROM LAUTENBERG-DURENBERGER REPORT

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OSWER	G.1 Recommendation 3: EPA must recognize that meeting legally-mandated deadlines is not a debatable priority. Agency-wide priorities, including administration budget requests, must be set and made in order to meet such deadlines.	
OSWER	G.2 Recommendation 7: EPA should include in the required annual Report to Congress on Superfund complete information on current and future SARA deadline compliance.	
OSWER	G.3 Recommendation 8: EPA must continue the effort to improve the maintenance of data describing Superfund activities, including further vigilance by Headquarters of Regions providing such data, and attention to broadening the types of data currently being compiled.	
OSWER	G.4 Recommendation 16: EPA [should] determine why inconsistency over decisions not to list sites has occurred in the pre-remedial program. Such a determination must be followed by the development of guidance to the Regions that is clear and consistent with statutory mandates and objectives.	
OSWER	G.5 Recommendation 19: EPA should back up its deadlines by budgeting for particular projects only those resources reasonably necessary to meet such deadlines.	

OUTSTANDING FOLLOW-UP ITEMS FROM LAUTENBERG-DURENBERGER REPORT

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OSWER	G.6 Recommendation 20: EPA should examine what internal factors are causing slippages from projected cleanup activity goals, as well as those factors that caused FY 88 decreases in RI/FSs and remedial designs. This examination should be used to modify those practices found to be causing slippages from goals and decreases in RD and RI/FSs.	
OSWER	G.7 Recommendation 21: EPA must manage Superfund in a manner that achieves an efficient and even workflow. A critical way to achieve this goal is to push even harder to assure that RODs are not bunched at the end of a fiscal year.	
OSWER	G.8 Recommendation 25: EPA should maximize ways to link participation in optional and desirable training programs to commitments to serve designated periods of time in the Superfund program.	
OSWER	G.9 Recommendation 27: EPA should speed up its issuance of demand for payment letters to potentially responsible parties, and should at least meet if not beat current Agency guidance for issuing such letters no later than 1 year after removal completion and 18 months after ROD signing.	
OSWER	G.10 Recommendation 29: EPA should consider creating legal "expediter" positions in the Regions and/or Headquarters to move the enforcement process along efficiently. Regardless of whether such a formal position is created, the "expediter" function must be an essential part of EPA case management in both the Regions and Headquarters.	

OUTSTANDING FOLLOW-UP ITEMS FROM LAUTENBERG-DURENBERGER REPORT

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OSWER	G.11 Recommendation 30: There is a perception that because settlement negotiations are taking too long, enforcement-lead sites may be taking longer to clean up than Fund-lead sites. EPA should analyze how the pace of work at enforcement-lead sites compares to that at Fund-lead sites. One point of comparison the Agency should include in such an analysis is the average length of time from signing a Record of Decision to initiating a remedial design at sites for both Fund- and enforcement-lead sites. The goal of such an analysis is to determine whether the pace of addressing environmental threats is affected by whether a site is classified as enforcement- or Fund-lead.	
OSWER	G.12 Recommendation 32: Although prior to the report's publication, clear and complete data had still not been received to facilitate such an analysis, EPA should compare remedy selection cost data for Fund versus enforcement to determine whether Fund-lead remedies are on average and for comparable environmental situations comparable to costs for enforcement-lead remedies.	
OSWER	G.13 Recommendation 33: EPA should establish national criteria for identifying which potentially responsible party searches should be redone.	
OSWER	G.14 Recommendation 34: EPA, when using contractors to conduct searches for potentially responsible parties, should provide contractors with specific requests for the types of experience and expertise necessary to conduct a particular search.	

OUTSTANDING FOLLOW-UP ITEMS FROM LAUTENBERG-DURENBERGER REPORT

IMPLEMENTATION LEAD	ADDITIONAL FOLLOW-UP ITEMS	COMMENT
OSWER	G.15 Recommendation 35: Consistent with Agency policy, EPA should complete potentially responsible party searches by the time a site is proposed for the NPL, and well before any obligation of Federal funds for a remedial investigation/feasibility study.	
OSWER	G.16 Recommendation 41: EPA should initiate a process to assess the success of the new contracting systems in achieving the desired goals of efficiency and competition.	

PRESIDENT BUSH'S MANAGEMENT BY OBJECTIVES REQUIREMENTS FOR THE SUPERFUND PROGRAM

IMPLEMENTATION LEAD	MILESTONE	COMMENT
OSWER	H.1 Hire 500 new staff by September 30, 1990.	
OSWER	H.2 Have responsible parties undertake remedial projects at 50 percent of sites by September 30, 1990.	
OSWER	H.3 Take immediate removal actions at all National Priorities List sites where assessments indicate need by September 30, 1990.	
OSWER	H.4 Recover $300 million per year from responsible parties by the end of fiscal year 1993.	

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 1.A

TITLE: Removal Assessments at NPL Sites

FULL TEXT: Effective immediately, the Administrator will direct each Regional office to do an environmental and public health assessment at each NPL site. This assessment will look at the environmental and public health impacts of each site, and will be used to determine what action, including an immediate removal action or enforcement action where viable and liable responsible parties have been identified, must be taken to render each site safe from immediate hazards to the public health and the environment. (p. 1-10)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Send memo to Regions from Headquarters mandating removal assessments - 7/89
   - Assure that all NPL sites have been reviewed for presence of immediate hazards

2. Complete NPL site assessments - 9/89
   - Verify that no NPL site poses an immediate endangerment to human health and the environment

3. Take immediate removal actions at all NPL sites where assessments indicate need - 9/90
   - Eliminate near-term threats to human health and environment

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	1.B
TITLE:	Address Worst Sites, Worst Problems First
FULL TEXT:	After abating the immediate threat, EPA will initiate the earliest remedial work to address those problems that retain high priority when compared with competing problems. (p. 1-10)
LEAD OFFICE:	OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue procedures for ranking unplanned "quick" response activities - 10/89
2. Issue final RA prioritization of FY 90 sites - 3/90
   - Complete prioritization of previously unranked 4th quarter constructions, and those projects in quarters 1-3 that have slipped into 4th quarter
3. Issue final procedures for prioritization of FY 91 sites - 6/90
   - Publish RA prioritization procedures to be used in FY 91

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 2

TITLE: Five-Year Review of Sites

FULL TEXT: EPA will carefully monitor sites over the long-term to ensure that the remedy at each site is fully protective of human health and the environment. As part of our effort to monitor site conditions, EPA will conduct a review of all sites at least every five years after the initiation of the remedial action where hazardous substances remain on site to ensure that human health and the environment are being protected as required by the statute. EPA will also maintain the effectiveness of the remedy over the long-term by promptly correcting any additional problems that may arise at sites where our monitoring indicates that further response actions are necessary to protect human health and the environment.

To assure the public that EPA is carefully monitoring and maintaining each site, EPA will report annually the results of all five year reviews that were conducted during the preceding twelve month period. EPA will also modify Agency policy so that no site, where hazardous substances remain, will be deleted from the NPL until at least one five year review is conducted and the review indicates that the remedy remains protective of human health and the environment. (p. 1-11)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Determine the applicability of the policy on 5-year reviews to deletions initiated prior to the policy - 10/89
   - Options include suspending all pending deletions

2. Complete update of the Completion/Deletion Guidance - 12/89
   - Modify April 1989 Directive to reflect new policy

3. Issue "short sheet" on 5-year reviews - 3/91
   - Including processes, timing, and responsibilities

FINAL COMPLETION DATE: 3/91

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 3.A, B, E

TEXT: Unilateral Administrative Orders(UAO) for Remedial Design/Remedial Action (RD/RA)

FULL TEXT: EPA will increase its use of unilateral administrative orders, particularly for remedial design and remedial action. Our objective will be to either rapidly achieve enforceable agreements by PRPs to carry out cleanups or, where such agreements are not reached, to order PRPs to carry out cleanups at every NPL site where responsible parties can be found. EPA will routinely issue orders to PRPs who are legally liable and financially viable if settlement is not reached after completion of negotiations. Orders will therefore be routinely issued before a case is referred to the Department of Justice for judicial action, or before the Fund is used for remedial design or construction. (p. 2-6) .... Before Fund-financed response can proceed at a site, a Region must issue an administrative order, or provide a justification for its decision not to issue an order. If PRPs do not comply with the order, the Regions should have the flexibility to determine whether to proceed with Fund-financed response or judicial enforcement action to compel compliance and exact penalties. Regions will consult with Headguarters where PRPs do not comply with an administrative order. (p. 2-8)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue Strategy for FY 89 - 6/90
   - Create standard national procedures
2. Negotiate targets for FY 90 - 8/89
   - Set aggressive goals
3. Issue Strategy for FY 90 - 1/90
   - Improve procedures based on late 1989, early 1990 experience
4. Issue Guidance on Unilateral Administrative Orders for Remedial Design/Remedial Action - 2/90
   - Create standard national policy & procedure
5. Issue Model UAO for RD/RA - 2/90
   - Assure consistent approaches
6. Complete Training for Regional Staff - 5/90
   - Establish shared, case-study expertise

7. Implement Automated Reporting Systems - 1/90
   - Create standard presentation of data

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 3.C

TITLE: Prompt Enforcement Against Calcitrants

FULL TEXT: Where the government has reached a partial settlement with cooperating PRPs, it will take prompt enforcement action against viable and liable recalcitrants who have not participated in settlements. This action may be an administrative order under section 106, judicial action when section 106, or an action under section 107 to recover costs incurred by the government. Such action should generally be commenced within 90 days of entering the consent decree before the court. (p. 2-6)

LEAD OFFICE: OECM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue a Strategy and Guidance for Pursuing Non-Settlors - 6/90
   - Will include establishing a non-settlor tracking system
2. Issue Guidance on Bringing and Settling Enforcement Claims Against Administrative Order (AO) Violators - 7/90
   - Covers how to develop and resolve cases for civil penalties or treble damages for violating administrative orders
3. Establish AO/Consent Decree Compliance Tracking System - 1/90
4. Develop a Strategy for Special Litigation Support for CERCLA section 106 Actions - 6/90
   - Includes a plan for mobilizing EPA enforcement resources to support cases with intensive discovery or trial preparation demands
5. Implement a Nationally Sponsored Training Program for EPA Superfund Attorneys - 11/90
   - Will help develop EPA capabilities to pursue Superfund enforcement more effectively in support of this recommendation and others and will be designed in coordination with analogous programs for EPA's technical personnel

FINAL COMPLETION DATE: 11/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 3.D

TITLE: Settlement Incentives/Disincentives

FULL TEXT: In both the structure of the settlement terms and in its pursuit of enforcement, the government will clearly establish incentives to encourage those PRPs who are willing to assume responsibilities and disincentives for those who are not. (p. 2-6)

LEAD OFFICE: OECM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue a Strategy and Guidance for Pursuing Non-Settlors - 6/90
   - Include establishing a non-settlor tracking system
2. Issue Guidance on Bringing and Settling Enforcement Claims against Administrative Order Violators - 7/90
   - Cover how to develop and resolve cases for civil penalties or treble damages for violating administrative orders
3. Develop a Strategy for Special Litigation Support for CERCLA section 106 Actions - 6/90
   - Include a plan for mobilizing EPA enforcement resources to support cases with important discovery or trial preparation demands
4. Deliver Training on *De Minimis* to all Regions - 9/90
5. Dedicate Funds to Support Mixed Funding - 2/90
6. Establish Special Accounts within the Trust Fund - 12/89
7. Establish Incentives in the Resource Distribution System - 3/90
8. Establish Goals for Use of mixed Funding and *De Minimis* Authorities - 3/90
9. Issue Model Consent Decree for Remedial Response - 12/89
   - Provide standard consent decree language to promote strong settlement terms and consistent Agency action

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 3.E

SEE RECOMMENDATION: 3.A

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 4.A

TITLE: Settlement Tools - Provide Training

FULL TEXT: EPA will take the following steps to encourage the use of the settlement tools in the Superfund statute without comprising environmental goals:

First, Headquarters will provide additional assistance and specialized training in the use of these authorities. The assistance should emphasize information transfer among the Regions based on their actual experiences in using or attempting to use these tools. (p. 2-12)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Deliver training on de minimis and mixed funding to all Regions - 9/90
   - Increase Regional skill and create case-based information sharing.

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 4.B

TITLE: Settlement Tools - incentive Systems for Regions To Use Tools

FULL TEXT: EPA will take the following steps to encourage the use of the settlement tools in the superfund statute without compromising environmental goals:

Second, EPA will develop an incentive system that provides additional support for Regions to use these settlement tools. For example, when a Region indicates that a de minimis settlement is appropriate, additional support in FTE and contract dollars might be provided. Specific amounts could be based on past experience and workload model data. (p. 2-12)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Establish a funding reserve to support mixed funding - 12/89
   - Relieve financial constraints on use of settlement tools
2. Establish incentives in the resources distribution system - 5/90
   - Encourage careful planning for de minimis by providing additional resource

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 4.C

TITLE: Settlement Tools - Goals for de minimis and Mixed Funding

FULL TEXT: EPA will take the following steps to encourage the use of the settlement tools in the Superfund statute without compromising environmental goals: ...

Third, EPA will establish specific goals for the use of de minimis and mixed funding authorities. EPA should determine if it is possible to set up special accounts in the Regions to cover anticipated mixed needs and to allow the Regions to retain de minimis cash-out dollars for the site in which the settlement is reached. (p. 2-12)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODOUTS AND DUE DATES:

1. Include goals in target setting and accountability systems for FY 91 - 3/90
   - Establish realistic national expectations for de minimis and mixed funding settlements

2. Change Regional Review criteria - 3/90
   - Incorporate settlement goals in general management review priorities

3. Clarify the option for use of "special accounts" within the Trust Fund for receipt of Responsible Party cashouts - 12/89

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 4.D

TITLE: Settlement Tools

FULL TEXT: EPA will establish an integrated enforcement and response program. EPA will encourage or compel PRPs to conduct the response action at all sites with viable PRPs before using the Fund, except in emergencies. (p. 2-14)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Increase level of Regional resources for Responsible Party Removal Initiation and Oversight - 10/89
   - Create Regional capability to negotiate and oversee Responsible Party removals

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 5, 15

TITLE: Integrated Fund and Response Program

FULL TEXT: EPA will establish a single integrated timeline for both enforcement and Fund-financed activities. The timeline will include deadlines for completing negotiations and following up with enforcement or response action. The timeline will also reflect program goals for completing phases of the response action, and serve as a benchmark for assessing progress at sites. This timeline will also be the basis of the case management planning process. (p. 2-15)

EPA, in consultation with the Department of Justice, will establish a single timeline for the Superfund remedial program that sets out expected time frames and results for each of the critical stages of the enforcement and remedial process. (p. 2-30)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Establish Pre-referral Negotiations Procedures - 12/89
   - Establish coherent, coordinated procedures for timely agreement on Responsible Party Settlements
2. Complete the Overall Remedial Action Timeline - 11/89
   - Create consistent national understanding about critical decision points and timing of management planning to ensure appropriate action at those points.
3. Complete the detailed explanations of the timeline - 5/90

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 6.A

TITLE: Skill Mix

FULL TEXT: EPA must ensure a proper skill mix for case management and support of enforcement actions. EPA will encourage the creation of specialized Regional units for enforcement support activities, such as searching for responsible parties, assessing their ability to pay and corporate relationships, coordinating information exchange among PRPs, supporting cost recovery efforts, and developing administrative records. (p. 2-16)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue models of skill mixes for different types of sites - 6/90
   - Create flexible, informed basis for resource use
2. Complete analysis of appropriate resource levels - 10/89
   - Assure proper skill mix "pricing" for Budget planning and resource distribution

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	6.B
TITLE:	Regional Superfund Enforcement Support Units
FULL TEXT:	EPA will encourage the creation of specialized Regional units for enforcement support activities, such as searching for responsible parties, assessing their ability to pay and corporate relationships, coordinating information exchange among PRPs, supporting cost recovery efforts, and developing administrative records. (p. 2-16)
LEAD OFFICE:	OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Identify specific administrative actions needed to strengthen Regional enforcement support - 8/90
2. Document management decisions - 9/90

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 7

TITLE: Enforcement of Information Requests

FULL TEXT: EPA will develop specific goals and timelines to improve enforcement of information requests. The Agency will provide for use of administrative orders and judicial referrals to compel answers to information requests, and to secure civil penalties or criminal sanctions where appropriate. The Agency will also provide for increased use of its administrative subpoena authority under Section 122(e)(3)(B). (p. 2-18)

LEAD OFFICE: OECM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue National Call for Enforcement to Regions - 9/89
   - Emphasize national interest in demonstrating EPA's ability and willingness to enforce against violations of information requests
2. Issue Final Model Pleadings and Settlement Guidance - 5/90
   - Encourage and aid Regional offices in initiating and completing effective enforcement cases against parties not complying with information requests
3. Implement Strategy for Tracking Non-Respondents to Information Requests - 1/90

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 8

TITLE: Information Release to Potentially Responsible Parties (PRP)

FULL TEXT: EPA will prepare a directive that emphasizes the importance of releasing available information as soon as possible to facilitate settlements. Improvements will reguire guidance, enhanced data bases, and additional resources. (p. 2-19)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue directive to Regions - 10/89
   - Establish importance of consistent national approach
2. Specify procedures for suggested approaches - 6/90
   - Clarify issues relating to releasability, timing, and Regional recordkeeping

FINAL COMPLETION DATES: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 9

TITLE: Oversight of Private Party Remedial Investigation/Feasibility Studies(RI/FS)

FULL TEXT: The Agency will expand efforts to promote closer oversight of private party RI/FS, recognizing that the level of oversight will vary depending on the PRP's experience and willingness to assume accountability for their actions. Specific steps should include reducing the workload of RPMs who oversee these studies. The report of the task group on Community Relations has further recommendations concerning citizen involvement in response actions conducted by responsible parties. (p. 2-21)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Correct pricing and distribute resources to Regions - 10/89
   - Assure proper level of resources devoted to oversight
2. Complete RI/FS Evaluation - 3/90
   - Provide analytical basis for strengthening support to oversight
3. Issue Model Statement of Work - 6/90
   - Provide labor saving tool for Regional Staff
4. Issue Model Administrative Order - 1/90
   - Provide labor saving nationally consistent tool for Regional Staff
5. Complete RI/FS Oversight Manual - 6/90
   - Provide standard protocols
6. Evaluate Responsible Party conduct of risk assessments - 9/90
   - Provide basis for strengthening quality and public confidence

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 10, 43.D

TITLE: Flexible Funding Policy

FULL TEXT: EPA should maximize Regional flexibility in shifting funds among sites, consistent with Congressional constraints and notification requirements. Fund scarcity is a recognized limitation on Regional flexibility. If additional resources become available because of a settlement, Regions should have the opportunity to apply these resources to other high priority sites within that Region. To the extent practicable, the Regions should also be able to move resources among categories of activities, such as remedial design and PRP oversight, as long as accountability commitments and notification requirements are met.... Regions should have a discretionary fund that they could use to fund additional work necessary to respond to citizen concerns. (p. 2-22, 5-7)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue FY 90 Flexible Funding Policy document - 11/89
   - OSWER directive to Regions

2. Issue FY 91 Flexible Funding Policy document - 6/90
   - Incorporate into FY 91 Program Management (SCAP) Manual

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 11

TITLE: Cost Documentation

FULL TEXT: EPA will strengthen methods for identifying and documenting costs. To support cost recovery efforts, EPA will initiate rulemaking to identify the types of expenditures appropriate for cost recovery, documents sufficient to prove government costs, and documents to be made available to PRPs, among other purposes. (p. 2-25)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete draft rulemaking package - 2/90
   - Provide comprehensive articulation of the Agency position on identifying and documenting appropriate costs
2. Begin OMB review - 5/90
3. Issue proposed rule - 7/90
   - Provide public forum for resolution of concerns
4. Issue final rule - 7/91

FINAL COMPLETION DATE: 7/91

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 12

TITLE: Cost Recovery Goals

FULL TEXT: EPA should immediately undertake a study to identify ambitious and realistic goals for the cost recovery program, and communicate them to Congress and the public. (p. 2-26)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete analysis of cost recovery "universe" and establish goals - 2/90
2. Revise database and reports - 6/90
   - To reflect study recommendations
3. Complete Communications Strategy - 4/90
   - Establish understandable, commonly held measures of program performance
4. Issue Revenue Projection Model - 6/90
   - Provide stronger analytical basis for projecting cost recovery performance

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 13

TITLE: Removal Cost Recovery

FULL TEXT: EPA will develop an improved approach for recovery of costs for removal actions. This approach will include a standard Alternative Dispute Resolution (ADR) opportunity, a real threat of litigation against recalcitrant parties, and increased efforts to have PRPs conduct future removal actions, to reduce the need for subseguent cost recovery actions by the government. (p. 2-27)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Implement Arbitration Procedures for Small Superfund Cost Recovery Claims final rulemaking - 3/90
   - Establish basis for use of ADR
2. Complete Alternative Dispute Resolution Strategy - 4/90
3. Correct pricing factors for Regional resources to improve timeliness and quality of responsible party search - 10/90
   - Establish appropriate resource allocation for removal actions

FINAL COMPLETION DATE: 10/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 14

TITLE: Top-Level EPA/DOJ Conference

FULL TEXT: EPA and the Department of Justice should convene a top-level conference to ensure a consensus on goals for the program and procedures for addressing Superfund settlement and litigation issues. Issues that may be addressed include methods for assuring national consistency, and the management process for cost recovery. (p. 2-30)

LEAD OFFICE: OECM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Conduct top-level conference - 11/89

FINAL COMPLETION DATE: 11/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 15

SEE RECOMMENDATION: 5

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 16

TITLE: Case/Site Management Planning

FULL TEXT: Case Management Planning: Each Region will institute a case or site management planning process that will include provisions for coordination among the different offices and organizations at critical stages in the enforcement process.... Regions will have flexibility in establishing the level of detail of their own planning process. (p. 2-30)

LEAD OFFICE: OWPE

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Deliver Model Site Management Plan Materials to Regions - 6/90
2. Deliver Regional training and incorporate site management plans into Superfund Academy to ensure implementation of planning procedures - 6/90

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 17.A

TITLE: Organization and Functions of Headquarters Superfund Enforcement Program

FULL TEXT: This study should address, among other things, the questions of relationships between the Office of Waste Programs Enforcement (OWPE) and the Office of Enforcement and Compliance Monitoring (OECM); ... and questions of overlapping responsibilities among OECM, the Office of General Counsel, Regional Counsel, and the Department of Justice. (p. 2-31)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Present Organizational Conclusions - 6/90
   -Identify overlapping responsibilities and options for restructuring

2. Document decisions by senior management - 7/90

FINAL COMPLETION DATE: 7/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 17.B

TITLE: Consolidation of OWPE and OERR Budget Functions

FULL TEXT: EPA will undertake a formal study of the organization of the Superfund enforcement program to evaluate whether a reorganization among Headquarters offices is appropriate. This study should address, among other things,...suggestions that the planning and budget functions of OWPE and OERR be consolidated;... (p. 2-31)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Decide organizational placement of Superfund budget function - 5/90
   - Base decision on pros and cons of various organizational options

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 17.C

TITLE: Superfund Enforcement Delegations of Authority

FULL TEXT: EPA should assess implementation of existing delegations of authority to the Regional offices. (p. 2-31)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete analysis of enforcement delegations of authority - 6/90
   - Identify overlapping responsibilities and recommended changes to existing delegations
2. Document management decisions - 7/90

FINAL COMPLETION DATE: 7/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 17.D

TITLE: Referrals to DOJ

FULL TEXT: Study organization of enforcement program to evaluate the need for reorganization at EPA Headquarters. Assess waivers of HQ concurrence on referrals to DOJ. (p. 2-31)

LEAD OFFICE: OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue summary report on current waiver policy - 10/89
   - Review and describe current authorities, criteria, and procedures for waivers
2. Issue evaluation report on waiver issues - 2/90
   - Present advantages and disadvantages of existing waiver policy
3. Submit recommendations for modifying waiver policy - 5/90
   - Suggest mechanisms for improvements in current policy, if necessary
4. Issue implementation plan - 6/90
   - Initiate changes in waiver policy, if necessary

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 18.A

TITLE: Communication of Rapid Response Goals

FULL TEXT: The Administrator should... communicate and regularly reinforce to Superfund managers and staff that the primary mission of the program is to take responsible action at sites as rapidly as possible. (p. 3-5)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue memorandum on rapid action - 9/89
   - Assure that all Superfund personnel are aware of need to respond to acute threats quickly and effectively

FINAL COMPLETION DATE: 9/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 18.B

TITLE: Accelerating and Improving Remedial Action

FULL TEXT: The Administrator should... communicate the same message to the Attorney General and the heads of other Federal agencies involved in the Superfund program and secure their personal commitment to support EPA's Superfund mission. (p. 3-6)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Discuss at OECM/OSWER/DOJ Summit - 9/89
   - Communicate the need for early action at sites
2. Modify Interagency Agreement with DOJ to incorporate program emphasis - 9/89
3. Meet with ATSDR - 9/89
   - Communicate program goals around health assessments at Superfund sites
4. Incorporate program goals into joint EPA-State plan for long-term State strategy - 10/89
5. Meet with NRT members - 10/89
   - Communicate program goals to other Federal agencies involved in Superfund program
6. Meet with DOI and with FWS - 11/89
   - Communicate program goals around environmental evaluation at Superfund sites
7. Send letter to State natural resource trustees - 11/89
   - Communicate program goals and invite their participation in environmental evaluations Superfund sites
8. Incorporate program goals in annual interagency budget process - 5/90
   - Secure commitment from other Federal agencies involved in the Superfund process

FINAL COMPLETION DATE: 5/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	19
TITLE:	Manager Accountability
FULL TEXT:	Hold EPA line managers accountable for managing the program in accordance with its primary mission and track their performance in so doing. For example, direct each Regional Administrator to identify and eliminate avoidable delays in Superfund decision-making in his office. (p. 3-6)
LEAD OFFICE:	OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue EPA order directing that all EPA line managers whose performance affects Superfund outputs have performance standards which relate to those Superfund outputs - 10/89
   - Establish requirement

2. Review FY 1990 Performance Agreements of EPA line managers whose performance affects Superfund outputs to ensure that appropriate standards have been developed relating to Superfund outputs - 2/90
   - Ensure that baseline requirement is set

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	20
TITLE:	Reward Innovation, Risk-Taking, and Decisive Action
FULL TEXT:	Direct the development of formal and informal mechanisms to reward innovation, risk-taking and decisive action in the Superfund program. (p. 3-6)
LEAD OFFICE:	OARM

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Determine Agency strategy - 12/89
   - Ways and means to foster and reward innovation, risk-taking, and decisive action
2. Incorporate mechanisms into Agency management systems - 4/90
   - Communications, training, performance management, and awards

FINAL COMPLETION DATE: 4/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 21

TITLE: Reduce RPM Workload

FULL TEXT: EPA should take steps to reduce RPM's workloads. Possible approaches include expanding the Superfund workforce, modifying expected accomplishments, and providing RPMs with additional administrative and technical support. (p. 3-13)

LEAD OFFICE: Region III

IMPLEMENTATION PRODUCTS AND DATES:

1. Issue 285 FTE to Regions to increase number of RPMs - 7/89
   - Reduce number of sites for each RPM
2. Assign appropriate workload to RPMs - 10/89
3. Provide additional support to RPMs - 12/89
   - Furnish technical and administrative assistance
4. Provide additional FTE to Regions or adjust expected accomplishments - 4/90
   - Permit appropriate workload assignment by Regions

FINAL COMPLETION DATE: 4/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 22

TITLE: Use of Expedited Cleanup Approaches

FULL TEXT: Encourage Regional Offices to take expedited approaches to site cleanup whenever possible--for example, by using removal contractors during the remedial phase, dividing sites into operable units that facilitate fast action, and encouraging PRPs to finance early remedial measures. Headquarters should monitor the extent to which such approaches are being used and quickly take steps to remove any identified barriers to their use. (p. 3-13)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue guidance on using removal approaches to speed up remedial projects - 7/89
   - Inform Regions of procedures set in place to expedite remedial actions

2. Issue directive on expedited cleanup of NPL sites - 11/89
   - Assist Regions in making NPL sites safe and in accelerating responses at NPL sites

3. Issue rapid remedial construction short sheet - 10/89
   - Inform Regions of alternatives to conventional remedial construction contracting procedures

4. Improve rapid remedial construction procedures as necessary - 10/90
   - Provide mechanisms to refine and evaluate performance of construction procedures

FINAL COMPLETION DATE: 10/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 23

TITLE: Develop prototype RI/FS and remedy selection models.

FULL TEXT: Proceed as rapidly as possible with the development of prototype RI/FS and remedy-selection models for recurring types of sites already identified (municipal landfills, battery-cracking sites and wood-treatment facilities) and ask Regional Offices to identify other types of sites for which prototypes would be useful. (p. 3-13)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue "short sheet" on status of efforts underway to develop prototypes for different categories of sites. Request Regions to identify other prototypes that would be useful - 11/89
   - Assess scope of need for prototype documents
2. Complete guidance and "short sheet" for addressing PCB sites - 3/90
   - Standardize PCB requirements at NPL sites
3. Complete prototype RI/FS for municipal landfills - 7/90
   - Includes "short sheet" summary and standard plans (e.g., workplan and QAPP)
4. Complete prototype RI/FS for wood treatment facilities in conjunction with ORD - 9/90
   - May be reprioritized based on Regional input
   - Includes "short sheet" summary

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 24

TITLE: Quickly narrow remedial alternatives

FULL TEXT: Emphasize to Superfund staff and managers and to remedial contractors the existing policy that the number of remedial alternatives considered during the RI/FS should be narrowed as quickly as possible to those with clear potential applicability to the site. (p. 3-14)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue RI/FS "short sheets" that reflect concept - 10/89
   - Covers Scoping and Development of Alternatives
2. Issue ROD Update - 11/89
   - Show how to streamline projects
3. Issue NCP reflecting concept in preamble - 2/90
   - Establishes policy framework

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 25.A, B, C, F, 33

TITLE: Consistency in Remedy Selection and Use of Treatment Technologies

FULL TEXT: Provide real-time feedback on proposed remedy-selection decisions by ensuring that Regional Coordinators have time to review drafts of Proposed Plans--which identify the remedial alternative likely to be chosen for a Superfund site--and Records of Decision. Examine remedy-selection decisions from a national perspective by conducting regular reviews to identify any trends that run counter to statutory requirements or EPA's expectations and by clearly communicating the results of these reviews to EPA's Regional Administrators. Ensure that Regional Offices have information on previous remedy-selection decisions by keeping the Record of Decision database updated; ensure that all RPMs are trained to use it and have access to it. Ensure that RPMs check the Record of Decision database before making any recommendations on remedy selection. OERR should work with the Regions to provide national consistency on procedures for selection of treatment technologies. (p. 3-19, 4-6)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue directive on use of ROD data base - 11/89
   - Promote consistency among Regions

2. Load FY89 RODS into ROD data base - 1/90
   - Maintain quality and utility of system

3. Conduct quality analysis of FY89 RODs - 3/90
   - Improve consistency of RODs

4. Develop framework for HQ quality assurance program - 5/90
   - Provide procedures and criteria for quality reviews of RODs and other important deliverables

5. Provide feedback to Regions on ROD analysis - 6/90
   - ROD Forums to assist Regions with quality

6. Complete review of selected Proposed Plans and RODs - 9/90
   - Regional Coordinator support to RPMs

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	25.D
TITLE:	ROD Database Training
FULL TEXT:	Ensure that the Regional Offices have information on previous remedy-selection decisions ...; ensure that all RPMs are trained to use it and have access to it. (p. 3-19)
LEAD OFFICE:	OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Complete delivery of training - 12/90
   - Use revised ROD workshop to deliver training

FINAL COMPLETION DATE: 12/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 25.E

TITLE: Peer Review

FULL TEXT: Within those Regional Offices that have not done so, establish peer review processes for drafts of Proposed Plans and draft Records of Decision. (p. 3-20)

LEAD OFFICE: Region II

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Prepare matrix of peer review activities used by Regional Offices for review - 10/89
   - Evaluate activities used by Regional Offices and prepare a listing of recommended activities for national guidance
2. Prepare initial draft of Recommended Peer Review Guidance for review - 1/90
3. Complete final draft of Recommended Peer Review Guidance - 2/90
   - Incorporate comments in guidance or addendum to guidance
4. Final Recommended Peer Review Guidance approved by Assistant Administrator for Solid Waste and Emergency Response - 6/90

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER:	25.F
SEE RECOMMENDATION:	25.A

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 26

TITLE: Clarification of ARARs Policy

FULL TEXT: Resolve all outstanding questions about the applicability or relevance and appropriateness of Federal Standards and regulations, especially those promulgated under the Resource Conservation and Recovery Act. (p. 3-20)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Distribute ARARs Q's & A's on selected issues - 5/89
2. Distribute short sheets on RCRA land ban issues - 7/89
3. Send memo to Regions requesting most pressing issues that have not been resolved by the final NCP - 8/89
4. Set priorities for issue resolution based on Regional needs - 10/89
5. Begin issuing guidance on priority issues identified by Regional solicitation - 12/89
6. Resolve remaining issues - 6/90

FINAL COMPLETION DATE: 6/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.A

TITLE: Upgrade Regional Coordinators

FULL TEXT: To increase the retention of Regional Coordinators and to improve the quality of the services they provide, upgrade these positions,... (p. 3-22)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Reclassify appropriate Regional Coordinator positions - 2/90
   - Increase the grade structure for selected Regional Coordinators

FINAL COMPLETION DATE: 2/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.B, E

TITLE: Role and Effectiveness of Regional Coordinators (RCs)

FULL TEXT: To strengthen the role and effectiveness of Regional Coordinators...assign experienced staff to them, and assure that Regional Coordinators have sufficient time to be responsive to requests from the Regional Offices.

Publicize within EPA the existence and role of Regional Coordinators and aggressively encourage RPMs to call on Regional Coordinators for assistance. (p. 3-22)

LEAD OFFICE: OERR

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Evaluate Regional needs based on OPPE study and OERR briefing - 8/89
   - Define role and priorities of Regional Coordinators for FY 90
2. Develop plan to provide effective Regional Coordination and communicate plan to Regions - 11/89

FINAL COMPLETION DATE: 11/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.C

TITLE: Answering Technical and Legal Questions

FULL TEXT: Direct technical and procedural questions relating to the planning and conduct of remedial activities to Regional Coordinators in the Office of Emergency and Remedial Response and legal and enforcement questions to Regional Coordinators in the Office of Waste Programs Enforcement. (p. 3-22)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Issue guidance on the roles and functions of Regional Coordinators in each office - 12/89

FINAL COMPLETION DATE: 12/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.D

TITLE: Consolidate Regional Coordinators

FULL TEXT: Consider an eventual merger of the two groups of Regional Coordinators at EPA Headquarters. (p. 3-22)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Decide organizational placement of Regional Coordinators - 3/90
   - Base decision on pros and cons of various organizational options

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 27.E

SEE RECOMMENDATION: 27.B

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 28.A

TITLE: Technical Support Services Directory

FULL TEXT: Prepare and publish a directory of technical support services, update it frequently, and ensure that every Remedial Project Manager promptly receives the initial and all updated editions. (p. 3-34)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Publish directory of technical support services - 1/90
   - Pull together existing information into one document
2. Provide directory to every Remedial Project Manager - 2/90
   - Do individual mailings
3. Establish procedures for updating and redistributing directory - 3/90
   - Ensure frequent updates

FINAL COMPLETION DATE: 3/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 28.B

TITLE: Improving Information Management

FULL TEXT: Ensure that all RPMs know how to use automated databases containing information relevant to their work and that they have access to computers configured for data communication. (p. 3-25)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Develop functional requirements for software to access EPA databases - 1/90
   - Develop software tools and training
2. Deliver software to RPMs - 6/90
   - OSWER delivers software tools to access EPA databases
3. Complete training of RPMs - 9/90
   - Implement training on use of software tools

FINAL COMPLETION DATE: 9/90

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 29.A

TITLE: Technical Support Services Group

FULL TEXT: Designate an existing group, or establish a new one, to be responsible for EPA-wide management of technical support services to RPMs. (p. 3-25)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Convene Technical Support Services Group - 10/89
   - Find or create group representing all affected offices

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW

WORKPLAN

NUMBER: 29.B

TITLE: Technical Support Master Plan

FULL TEXT: Direct this group to develop and implement a master plan for assessing and meeting RPMs' needs for technical support. (p. 3-25)

LEAD OFFICE: OPMT

IMPLEMENTATION PRODUCTS AND DUE DATES:

1. Approve charter of the Technical Support Services Group - 10/89
   - Charter includes direction from Administrator to develop and implement Master Plan

FINAL COMPLETION DATE: 10/89

SUPERFUND MANAGEMENT REVIEW
WORKPLAN

NUMBER: 30, E.1

TITLE: State Role in Superfund

FULL TEXT: EPA should begin now to resolve the fundamental policy question of what States' long-term role in the Superfund program will be. Based on that policy decision, EPA and States should jointly develop short- and long-term strategies to enhance State program capability, improve State performance at State-lead Superfund sites, and foster State remedial activity at sites not on EPA's National Priorities List. (p. 3-27)

EPA will convene a conference of key State and Federal officials to examine the evolving State/Federal relationship and to make further recommendations to the Administrator on this issue. EPA will also work with the States to develop a plan for State participation in the Superfund enforcement program.

LEAD OFFICE: OSWER

IMPLEMENTATION PRODUCTS AND DUE DATES;

1. Convene organizational meeting with State representatives from ASTSWMO, NAAG, and NGA to set framework for further policy forums and working level group meetings between EPA and States - 8/89
2. Establish formally an EPA-State senior level policy group with a schedule of five or six meetings - 10/89

FINAL COMPLETION DATE: 10/89